

decline in Volvo B off SKr 10.1.

SLO, in contrast, was up 2.2 per cent, but its domestic interest rate forecasts of a narrow deficit for 1994, the all-re index closing 11.2 per cent at 575.55.

OPENHAGEN closed 1.1 per cent higher with the RFX up 1.03 at 59.55.

investor interest in Superfund, agricultural chemical, and road-building growths stimulated by confirmed that the company would be the subject of a takeover. The shares rose 17 to DKr254.

STANBUL returned by 1 per cent as a consolidation phase began on Monday, with the index lost 1.2 to 15,284.1. The most active companies, however, were the main positive and foreign rather gains in the short-term.

written and edited by Wilson Schwanne, John Pitt and Michael Morgan.

## Buying

and a broad-based index of buying power (the CPI) at 100. The index is up 1.2 to 100.1.

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**Emu or dodo**  
The EC approaches  
a moment of truth

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**Surprises in store**  
Shops that count you  
in and count you out

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**Taiwan**  
A search for  
identity

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**TOMORROW'S  
Weekend FT**  
The Japanese  
reinvent soccer

# FINANCIAL TIMES

Europe's Business Newspaper

FRIDAY OCTOBER 8 1993

D8528A

## Swedish banking loans referred for legal scrutiny

The Swedish state prosecution office is to scrutinise SKr37.8bn (\$4.7bn) of banking loans for evidence of wrongdoing and bad business practice. A total of 156 cases have been passed to the office by the country's bank inspection board. It is part of the fall-out from Sweden's two-year banking crisis, which has brought more than SKr100bn in credit losses and forced the government to provide a safety net for the entire banking system.

**Nato-Russia link:** German defence minister Volker Rühe called for the Nato alliance to develop a "new strategic partnership" with Russia, to meet the security interests of Moscow. Page 20

**EC airlines plea:** European Community airlines and telecommunications groups must be given time to grow stronger before the European market can be opened to full outside competition, according to the EC's competition commissioner. Page 20

**Nobel literature prize for Toni Morrison**

Author and academic Toni Morrison (left) became the first black American woman to win the Nobel literature prize. The Swedish Academy, awarding the \$837,000 prize, said she had displayed in her six novels and numerous essays an epic power and unerring ear for dialogue. Morrison said: "What is most wonderful for me personally is to know the prize has at last been awarded to an African-American." Page 5

**Rocard fined for libel:** French Socialist party chief Michel Rocard was fined FF10,000 (\$1,700) for libel by a Paris court for accusing far-right leader Jean-Marie Le Pen of torturing Arab prisoners during the Algerian war.

**UK tax options:** UK chancellor of the exchequer Kenneth Clarke kept open the option of tax increases in his November Budget after containing a threatened rebellion at the Conservative party conference against the imposition of value added tax on domestic fuel. Page 20

**Peugeot-Citroen loss:** Peugeot-Citroen plunged into a net loss of FF1.12bn (\$193m) in the first half of this year, the French car group announced. It saw no sign of a pick-up in demand. Page 21

**Chinese consumer credit:** The Chinese will be assessed for creditworthiness under a consumer finance joint venture launched by Orix, the Japanese leasing company. Page 21

**Fujitsu joins ventures:** Fujitsu, the Japanese computer and telecommunications company, and Hyundai Electronics, part of the South Korean Hyundai Business Group, have agreed to collaborate in the manufacture of semiconductor memory chips. Page 6

**Roche profits grow:** Roche, which has just surpassed Merck of the US to become the world's most highly valued pharmaceutical group, reported an 11 per cent rise in sales in the first nine months of the year to SFr10.7bn (\$7.1bn). Page 21

**Florida tourist stabbed:** A Scottish tourist needed 56 stitches after fighting off knife-wielding muggers as he walked beside a beach in Fort Lauderdale, Florida. He left hospital later.

**Croatian troops accused:** Croatian government troops shot or burned to death Serb villagers and razed their communities in a well-planned "scorched earth" incursion over a UN ceasefire line last month, UN officials said in Zagreb. Moslem split widens. Page 3

**Debt ratings downgraded:** Standard & Poor's, the US credit rating agency, has downgraded the debt ratings of Dai-ichi Kangyo Bank, the most recent in a line of credit downgrades for the big Japanese banks. Page 24

**Italian bankers arrested:** Three prominent bankers have been arrested on charges of fraudulent bankruptcy relating to the 1991 collapse of Federconsorzi, the powerful Italian agricultural services group. Page 3

**Ex-BCCI men in court:** Eleven former officers of the Bank of Credit and Commerce International are to appear in court in Abu Dhabi tomorrow to face charges that include forgery, mismanagement and fraud. Page 4

**Philips selling US chain:** Philips, the Dutch electronics group, will sell its 450 US video and music retail stores to Blockbuster, the US video rental and retail group, for \$150m. Page 22

**STOCK MARKET INDICES**

FT-SE 100: 3022.4 (+3.4)  
Yield: 4.00%  
FT-SE 100: 1317.76 (-4.00)  
FT-SE 100: 1530.42 (-0.2%)  
Nikkei: 20,285.63 (-234.82)  
New York: 2,250.48 (-2.51)  
Dow Jones: 2,250.48 (-2.51)  
S&P Composite: 400.29 (-0.46)

**US LUNCHTIME RATES**

Federal Funds: 2 1/8%  
3-mo T-bill: 3.02%  
Long Bond: 103 1/8  
Yield: 8.00%

**LONDON MONEY**

3-mo Interbank: 5 1/8% (5 1/8%)  
Libor 3m: 5 1/8% (5 1/8%)  
Libor 6m: 5 1/8% (5 1/8%)  
Libor 12m: 5 1/8% (5 1/8%)  
Libor 18m: 5 1/8% (5 1/8%)  
Libor 24m: 5 1/8% (5 1/8%)  
Libor 30m: 5 1/8% (5 1/8%)  
Libor 36m: 5 1/8% (5 1/8%)  
Libor 42m: 5 1/8% (5 1/8%)  
Libor 48m: 5 1/8% (5 1/8%)  
Libor 54m: 5 1/8% (5 1/8%)  
Libor 60m: 5 1/8% (5 1/8%)  
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Libor 1320m: 5 1/8% (5 1/8%)  
Libor 1326m: 5 1/8% (5 1/8%)  
Libor 1332m: 5 1/8% (5 1/8%)  
Libor 1338m: 5 1/8% (5 1/8%)  
Libor 1344m: 5 1/8% (5 1/8%)  
Libor 1350m: 5 1/8% (5 1/8%)  
Libor 1356m: 5 1/8% (5 1/8%)  
Libor 1362m: 5 1/8% (5 1/8%)  
Libor 1368m: 5 1/8% (5 1/8%)  
Libor 1374m: 5 1/8% (5 1/8%)  
Libor 1380m: 5 1/8% (5 1/8%)  
Libor 1386m: 5 1/8% (5 1/8%)  
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Libor 1398m: 5 1/8% (5 1/8%)  
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Libor 1410m: 5 1/8% (5 1/8%)  
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Libor 1494m: 5 1/8% (5 1/8%)  
Libor 1500m: 5 1/8% (5 1/8%)  
Libor 1506m: 5 1/8% (5 1/8%)  
Libor 1512m: 5 1/8% (5 1/8%)  
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## NEWS: EUROPE

# Confusion rules as Yeltsin takes scythe to soviets

By Leyla Bouillon in Moscow

PRESIDENT Boris Yeltsin's plans to reform the system of soviets - the law-making councils in every village, town, district and region of Russia - yesterday touched off a mixture of anger, bewilderment, and resignation in the regions.

The soviets system was developed by Lenin under the slogan "All Power to the Soviets". They had no real power under communism but, in more recent times, have clashed increasingly with parallel executive bodies known as administrations.

The frightening sight of tanks pounding the Russian parliament

has come as a clear warning to the soviets, many of which had backed Mr Russian Khasbulatov, parliamentary speaker, in his power struggle with Mr Yeltsin.

Taking the hint, some have begun to discuss their own dissolution. "Everybody understands that we must end this theatre of the absurd," said Mr Vitaly Turkov, a spokesman for the Vladimir province council just east of the capital.

Mr Vasily Cherepanov, deputy chief of the Perm council, said relations with the regional administration had been soured by the power struggle in Moscow and that his council would not doubt vote to dis-

solve itself. However, he did not think any new council system would last long because Mr Yeltsin would find in it a new "enemy" to blame for worsening economic problems.

A spokesman for the Chelyabinsk council, which appointed its chief as head of the administration in defiance of another governor appointed by Mr Yeltsin, hit out at the president's "violation of human rights".

Although made from such a clear position of strength, Mr Yeltsin's announcement on Wednesday of impending changes also posed more questions than it answered.

Most officials of the soviets agree they need reforming, saying for a

start that regional soviets need to be cut back from 200 members to 10-15. They also agree they should not be involved in the day-to-day running of the regions. But nobody has yet said out what should replace them, nor is it clear whether all but the regional and some city soviets, would be abolished.

Mr Vyacheslav Tyabotin, spokesman for the Novosibirsk regional administration, whose governor was sacked on Tuesday for opposing Mr Yeltsin's dissolution of parliament, said he believed a single regional soviet would be sufficient for Novosibirsk.

He cited as absurd the existence of

a soviet in even the smallest village. "Endless contradictions in some soviets have turned many of them into big talking shops," he said. But he and many others warned that haste in electing new councils in December, as Mr Yeltsin suggested, would bungle the reform of local government.

Deputy prime minister Sergei Shakhrai, who specialises in regional and constitutional issues, has threatened to resign because, fearing a power vacuum, he wants gradual reform of soviets after a new national parliament is created.

The reform of the soviets also has a direct bearing on attempts to

transform Russia into a genuine federal state. Republics such as Bashkortostan, which sees its soviet as the national parliament, insisted that any reform must be decided together with federation members.

Mr Yeltsin's announcement also leaves in the air how the upper chamber of a new Russian parliament would be formed. His initial plan was for it to be a Federation Council comprising leaders of each region's administration and council. But Mr Nikolai Ryabov, head of the central electoral commission, said yesterday a lower chamber could be elected in December, and formation of an upper chamber decided later.

## Hard words in prospect on debt

By Quentin Peel in Bonn

NBGOATIONS to reschedule at least \$36bn of Russia's debts to western commercial banks opened in Frankfurt yesterday, as a top Russian minister indicated that he would seek more generous terms.

The "London Club" of some 600 commercial bank creditors, represented by a committee chaired by Germany's Deutsche Bank, have offered a 15-year rescheduling arrangement. It involves a five-year grace period, and then repayment over a further 10 years.

Preliminary talks opened yesterday, led by Mr Andrei Vavilov, the first deputy finance minister on the Russian side, a statement was released in Moscow saying Russia could not afford the \$6bn due to both commercial bank and official creditors next year.

Mr Alexander Shokhin, the deputy prime minister in overall charge of relations with international institutions, said the government was "calling on official and commercial bank creditors to consider another restructuring scheme more acceptable to Russia".

Mr Shokhin, who is due in Frankfurt today to head the Russian team, said Moscow could only afford to pay \$2.5bn of debt servicing in 1994.

The Russian government was divided on the issue, with some ministers favouring a debt write-off. But opinion has now swung behind Mr Boris Fyodorov, finance minister, who believes Russia can and must manage to service its rescheduled debts.

The Russian delegation is likely to meet a tough attitude from the western bankers, who believe Russia has considerably more foreign exchange than the \$6bn reserves held by the central bank. Mr Georg Krupp, the Deutsche Bank director responsible, suggested recently that Russian banks held up to \$10bn outside the country, and enterprises a further \$20bn.

Moscow has already agreed a rescheduling arrangement with the Paris Club of official government creditors, involving some \$15bn of the \$37bn they are owed.

The commercial banks are owed an estimated \$37.5bn, including a backlog of \$1.5bn accumulated for 1993 alone. So far this year, the debt has been subjected to repeated 90-day roll-over agreements, which the new deal would replace.

Yet to negotiate an arrangement with Moscow is the group of unsecured trade creditors, owed some \$12bn.

When the recent backlog of payments is included, total Russian debt is now estimated at around \$90bn.

## Tough battle for the spoils of patronage

Kerin Hope takes a local look at some of the campaign's issues



GREEK ELECTIONS

IF GREECE'S opposition Panhellenic Socialist Movement wins the general election on Sunday, several hundred new jobs will be created in Lavrion, a port south of Athens where some 70 per cent of the workforce have been made redundant in the past three years.

If the ruling New Democracy party, lagging in the polls, manages to scrape back in, the feud between a conservative government and socialist local administration will continue, deterring new businesses from arriving.

The election campaign is being fiercely fought in Lavrion, a town that exemplifies problems a new government must address: disinvestment, increasing reliance on the black economy and intense political interference that blocks administrative reform.

Issues that have dominated the campaign, such as the ballooning public debt, Greece's ability to handle the EC presidency next year and, in recent days, the outlook for talks with

Macedonia, can arouse strong reactions.

However, in Lavrion argument is just as passionate over the town's efforts to secure its share of the public investment budget. Competition is strong for the spoils of Greece's patronage system, distributed for the most part to the governing party's political allies.

"We've had a funding squeeze and public works projects moved very slowly. Things will pick up a good deal here if Pasok comes back," said Mr Panayotis Bafilas, deputy mayor.

The conservatives claim they kept their 1990 election promises, improving the road from Athens and building a workers' housing estate.

However, the town has lost almost 20 per cent of its residents since several large companies, including two textile producers, a ceramics manufacturer and a yacht-builder, shut down. A bigger blow to Lavrion would be the loss of a \$600m project to build a power station. If the conservatives win the election, it will be built in central Greece instead.

"We get by, thanks to the black economy, with people

working in the building trade for illegal summer homes, or by commuting to jobs closer to Athens. But there aren't many jobs for women so family incomes are down," said Mr Demosthenes Mourtelatos, an

electronics technician.

The effects of recession, blamed on the conservatives' stabilisation policy, together with their commitment to privatising public utilities and shutting loss-making industrial

companies under state control, have undermined New Democracy's chances of winning a second term.

Polls show Pasok holding a steady lead of between three and five percentage points, which would translate into an overall majority of about 12 seats in the 300-member parliament.

Mr Constantine Mitsotakis, the conservative prime minister, has managed to make a dent in Pasok's support by energetically touring the countryside. This was done to point up the contrast with Mr Andreas Papandreu, the socialist leader, whose health is too frail to allow him more than a few carefully stage-managed campaign appearances.

Given that the prime minister is expected to take personal responsibility for a multitude of minor decisions, even social-

ist voters doubt whether Mr Papandreu can withstand the stress of the job.

However, Mr Mitsotakis's personal approval rating has continued to decline throughout the campaign. New Democracy candidates have tried to distance themselves from a leader perceived as serving the interests of his extended family and close business associates.

Yet if the conservatives are defeated Mr Mitsotakis can safely blame Mr Antonis Samaras, the former foreign minister, who brought down the government last month by persuading a handful of rebel conservative deputies to defect to his newly founded party, Political Spring.

Political Spring is expected to win about 4 per cent of the vote, taking support almost exclusively from New Democracy.

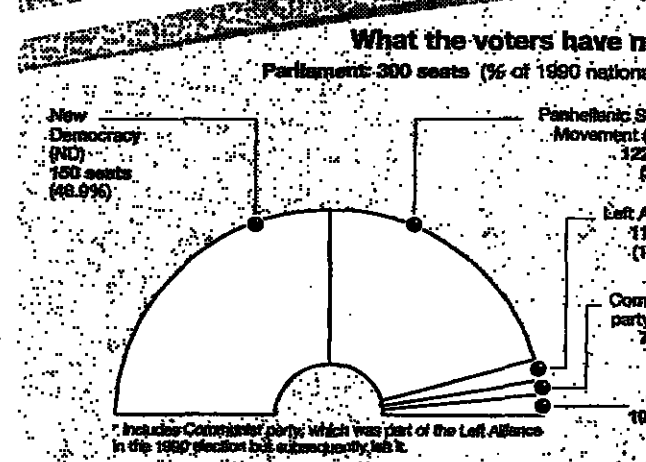
Mr Samaras, whose headline nationalist proclamations sit uneasily with his calls for modernising Greek institutions, is expected to get most of his votes in large urban centres. In the countryside angry New Democrats have pelted him with eggs, calling him a "traitor".

Two small left-wing parties, Left Alliance, which has been losing voters to Pasok, and the Greek Communist Party, supported by unreconstructed Stalinists, are also forecast to win around 4 per cent.

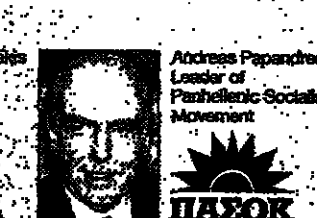
Mr Mitsotakis, 75, says he will resign the party leadership and retire if he loses power. That would leave Mr Papandreu, his political rival for more than 30 years, free to prepare for his own retirement and bring the long-awaited transfer of power to younger politicians within reach.

## Mitsotakis under pressure

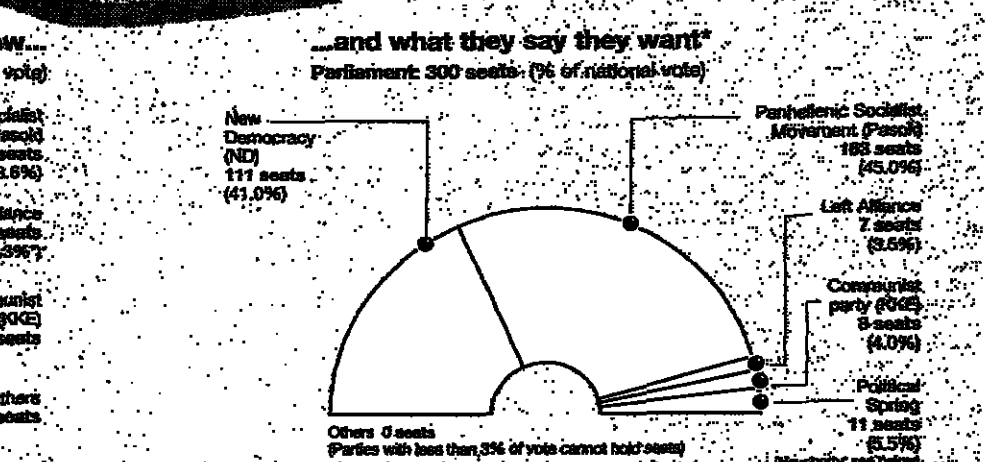
By Quentin Peel in Bonn



Constantine Mitsotakis, Leader of New Democracy



Andreas Papandreu, Leader of Panhellenic Socialist Movement



Marios Damanaki, Leader of Left Alliance



Alexia Papandreu, Leader of Communist Party



Antonis Samaras, Leader of Political Spring

Party has held power since April 1989. Conservative and pro-business, it has in the past been accused of favouring the ruling party's political allies.

Party was in government from 1981-89. It claims to have outgrown its radical past and is promoting a new, pro-EC image. Papandreu, who founded the party, still keeps a tight grip on policy-making and organisation despite weak health. He pledges to keep economic reform on track but has a record of making unpredictable policy switches.

Party participated in a short-lived coalition government with the ND in 1988. It split away in 1991 during an ideological dispute with the still-Stalinist Communist party (KKE). Factional fighting brought a further decline in support. Mr Damanaki, a former Communist, is fighting an uphill battle to keep Alliance voters from turning to Pasok.

Party looks clearly headed towards the Greek civil war of the 1940s, when the Communists were defeated by nationalists. Most of its support comes from elderly civil war veterans and their families and militant trade unions. It takes a moderate line on Macedonia, partly because many Greek Communists fled there in the civil war aftermath.

Party was founded in June by Samaras, a former political protégé of Mitsotakis. He was fired as foreign minister in 1992 for taking a hardline nationalist position in Greece's dispute with Macedonia. He brought down the government in September after calling on rebel ND deputies to stop supporting Mitsotakis. He attracts support from young conservative voters.

Two small left-wing parties, Left Alliance, which has been losing voters to Pasok, and the Greek Communist Party, supported by unreconstructed Stalinists, are also forecast to win around 4 per cent.

Mr Mitsotakis, 75, says he will resign the party leadership and retire if he loses power. That would leave Mr Papandreu, his political rival for more than 30 years, free to prepare for his own retirement and bring the long-awaited transfer of power to younger politicians within reach.

## UN mediator hopes to bring warring parties together

# Georgian side ready for talks

By Frances Williams in Geneva

THE GEORGIAN government has agreed to attend peace talks in Geneva which will try to find a political settlement to the bloody civil war between government forces and separatists from the western region of Abkhazia.

Mr Edouard Brunner, the Swiss diplomat who is mediating the peace talks on behalf of the United Nations, said yesterday the Georgian side was ready to come to Geneva "in the next few days". He hoped subsequently to get both parties around the same table, along with Russia which, he said, had a "legitimate interest" in the outcome.

Mr Djerjgeniya made clear that the Abkhazian leadership was not insisting at the outset on full independence from Georgia. He said this would be for the people to decide, once emotions had cooled and some stability had returned to the war-ravaged region.

Mr Brunner said later that, despite their military success,

the Abkhazians were realistic enough to know that they might have to moderate their political demands.

The Geneva peace talks were postponed twice last month because of the renewed fighting in Abkhazia which left the rebels in control of the disputed region.

These hostilities have now ended. However, the Georgian government is facing another armed challenge from insurgent forces supporting the ousted president, Mr Zviad Gamsakhurdia.

Aid agencies say an estimated 200,000 refugees fled Abkhazia during last month's fighting, which shattered a Russian-brokered ceasefire

agreed on July 27. The Georgian government has appealed for helicopters to evacuate up to 50,000 people trapped in the Caucasus mountains where many are already said to have died from cold and hunger.

Mr Djerjgeniya said yesterday that all refugees, of whatever nationality, were welcome to return home. He blamed reported acts of violence by Abkhazian soldiers against ethnic Georgian civilians as the work of "criminals".

Mr Brunner said he had been assured by the Abkhazian delegation that such acts would be sternly dealt with and that 2,000 criminal cases were already pending.

## Swedish banks' bad loans investigated by prosecutor

By Christopher Brown-Humes in Stockholm

THE Swedish state prosecution office is to scrutinise SKR37.8bn (\$4.7bn) of bad banking loans for evidence of wrong-doing and poor business practice.

A total of 156 cases have been passed over to the office by the country's Finance inspection board for further scrutiny following its own investigations.

The amount is equivalent to 5 per cent of the total lending of all the banks examined, up until December 31 1992, in the investigation into the bad loans.

The move is part of the fallout from Sweden's two-year banking crisis, which has

brought more than SKR100bn in credit losses and forced the government to provide a safety net for the entire banking system.

The finance inspection board stressed that only some of the cases handed over could be expected to lead to deeper scrutiny by the prosecutor's office. It said it was impossible to calculate the exact amount at this stage.

But the finance inspection board said there was evidence of some loans being obtained by deception, and instances of loans being granted when it was clear that the receiver could face repayment difficulties.

The investigation has covered all Swedish banks which

have sought or received state aid, including Skandinaviska Enskilda Banken, the leading commercial bank. Gota Bank, Nordbanken, Sparbanken Forsta, and Foreningsbanken.

In the first instance, the investigation has concentrated on credit engagements dating from 1990, which have caused many of the banks' biggest losses.

The size of the bad loans being investigated varies from SKR15m to more than SKR1bn. Sweden's banking crisis is mainly related to the collapse of the real estate market.

It has resulted in two of the country's leading commercial banks, Gota Bank and Nordbanken, coming under state ownership.

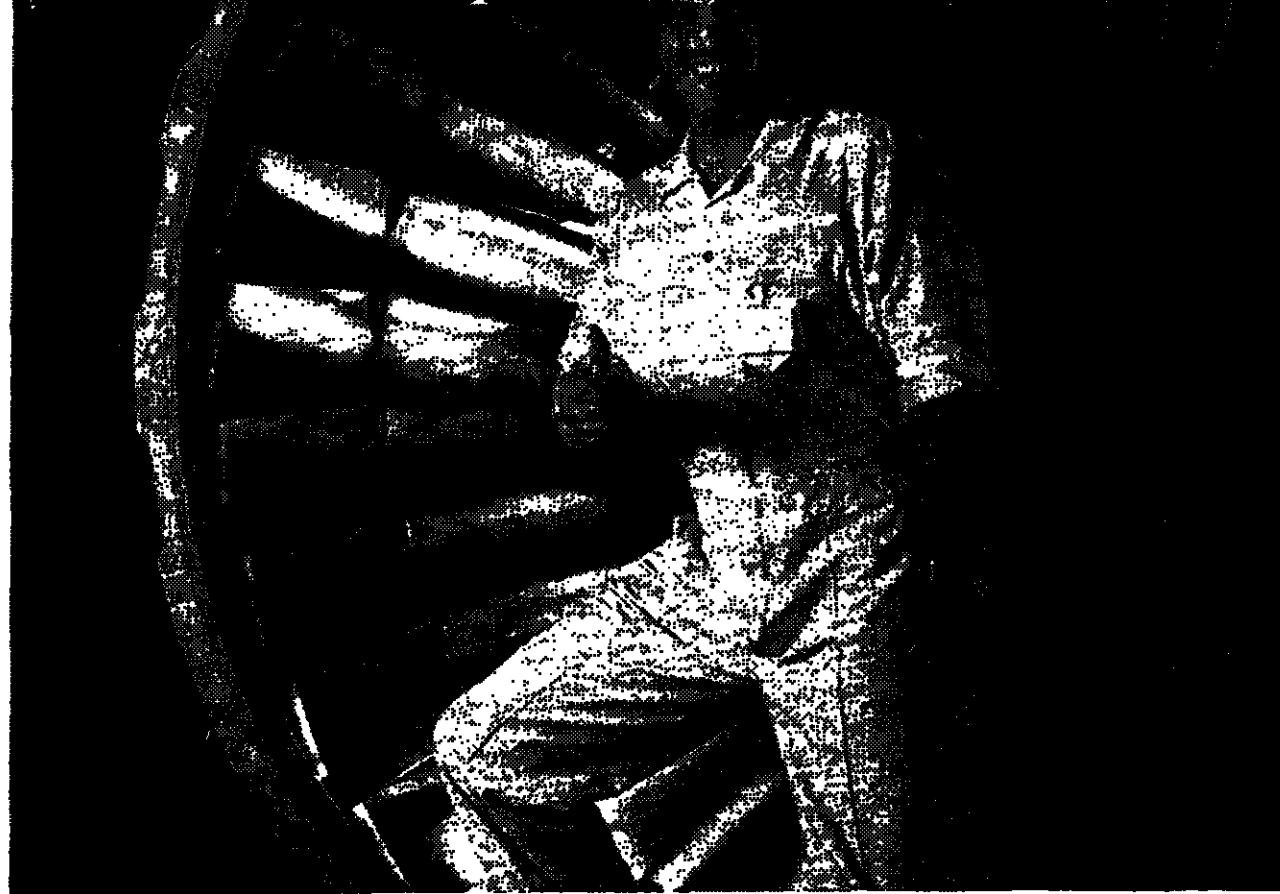
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n debt

NOTATIONS to reschedule  
most \$26bn of Russia's debt  
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need in Frankfurt yesterday.  
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The Russian government  
was divided on the issue. Some  
ministers favouring a  
debt write-off. But others, led  
by Mr Yegor Gerasimov, who  
do believe Russia can  
must manage to service its  
debts.

together  
talks

COCAINE seized by European  
customs authorities was up 42  
per cent in the first half of this  
year, on the same period in  
1992, customs officials said  
yesterday.  
European officials seized  
9,800kg of cocaine in the first  
six months of 1993, against  
6,914kg in the first half of 1992,  
the Brussels-based Customs  
Co-operation Council said. The  
amount of cannabis seized in  
Europe during the first half of  
the year also increased, from  
80 to 91 tonnes.  
The amount of heroin seized  
decreased in western Europe,  
but rose in the east European  
countries. Mr Georges Davrou,

# Modest fall in German jobless rate

By Ariane Genillard in Bonn

WEST German unemployment fell by only a modest 0.1 per cent last month in spite of expectations that economic activity would pick up after the summer break.

The number of people out of work in west Germany last month was 2.3m, down 26,800 on August. The unemployment rate fell from 7.5 per cent in August to an unadjusted 7.4 per cent. This compares with a 5.8 per cent rate in September last year. "The reduction in the number of employed people has continued unabated until now," Mr Bernhard Jagoda, president of the federal labour office, said.

However, the number of people put on short-time work again increased, jumping by nearly 200,000 to 590,400 last month, and on an adjusted basis the number out of work rose to 2.38m from 2.34m in August. Short-time workers are defined as employees who stay on their companies' payrolls but work less than the normal 38 hours a week. Part of the salary is covered by the federal labour office.

In eastern Germany, the unemployment rate fell slightly from 15.4 per cent in August to 15.2 per cent last month. The number of people out of work in the east is now 1.1m. The number on short-time work remained unchanged at about 143,000, which is some 100,000 more than the same time last year.

The figures confirmed warnings by economists that the recession was lasting longer than expected because of continuing low domestic demand. Leaders of German business associations have been cautioning against government statements forecasting recovery in the coming months.

Meanwhile, the number of people in job creation schemes continued its steady decrease. The federal labour office, faced with a growing deficit now standing at DM47bn (£10.9bn), stopped creating new state-subsidised schemes earlier this year. Just over 39,000 people were in job creation schemes in the west, nearly half the number recorded in the same month a year ago. In eastern Germany, 1.4m people were in retraining programmes, down from 1.8m last year.

The labour office said it had saved DM400m in the last six months after introducing stricter controls over recipients of unemployment benefits.

# Legal moves on waste recycling

GERMANY'S ambitious recycling programme for packaging waste faced a new obstacle yesterday after a large dairy company filed a supreme court suit seeking to undermine its key requirements, Reuters reports from Bonn.

A spokeswoman for Alois Müller, a Bavarian dairy company, said the Constitutional Court in Karlsruhe had said it would hear the case. "We have been told verbally the case will be accepted, but we do not have an official written confirmation yet," said spokeswoman, Mrs Maria Rehbein, of Alois Müller's legal department. However, a spokesman for the court said he believed a decision on the case was still pending.

The case is the latest gesture of opposition to the programme run by a private company, Duales System Deutschland (DSD), which has been criticised by Germany's federal cartel agency and which narrowly escaped a financial crisis this summer. Alois Müller's challenge also echoed mounting calls from industry and environmental experts, including government members of parliament, for incineration to be given a greater role in flattening the mounting dumps.

Alois Müller, which uses mainly plastic containers for milk products it distributes nationally, is challenging a strict 1990 recycling ordinance that requires the private sector to recycle rather than burn or dump most throw-away packaging. "The main point for us is that incineration must be allowed as an alternative to recycling," Mrs Rehbein said.

She acknowledged it would probably take the court years to reach a decision because of a backlog in cases.

Alois Müller's challenge would undermine a clause of the ordinance which requires 80 per cent of disposable packaging made of plastic, cardboard, paper or metal to be collected and 80 per cent of that to be recycled - provisions that will take effect in 1994.

Under pressure from the new rules, the three sectors involved - packaging makers, retail businesses and waste management companies - last year set up a national network for collecting the waste from homes and recycling it.

# Cocaine seizures in Europe soar

By Andrew Hill in Brussels

COCAINE seized by European customs authorities was up 42 per cent in the first half of this year, on the same period in 1992, customs officials said yesterday.

European officials seized 9,800kg of cocaine in the first six months of 1993, against 6,914kg in the first half of 1992, the Brussels-based Customs Co-operation Council said. The amount of cannabis seized in Europe during the first half of the year also increased, from 80 to 91 tonnes.

The amount of heroin seized decreased in western Europe, but rose in the east European countries. Mr Georges Davrou,


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Bosnia's President Izetbegovic with his UN envoy Mohamed Saccibey in New York before addressing the General Assembly

# Bosnian Moslem split widens

CONVINCED that fighting between Moslems in north-western Bosnia will finalise the republic's two-way partition, Serb and Croat leaders observe the escalating violence with barely concealed delight.

They see the first intra-Moslem clashes as proof that the process of fragmentation is unstoppable. There is slim chance, they believe, for Bosnian President Alija Izetbegovic to build his own mostly Moslem state on the ashes of multi-ethnic Bosnia.

Fighting erupted after Mr Fikret Abdic, the undisputed leader in the north-west region, declared autonomy for this densely populated Moslem heartland. The proclamation prompted Mr Izetbegovic to order Bosnian army troops to stop the rebellion.

In an attempt to stop his would-be mini-state further disintegrating, Mr Izetbegovic addressed the United Nations General Assembly in New York yesterday where he protested that Bosnia was being subjected to "political vivisection".

Mr Abdic's declaration of autonomy in the Bihac pocket was the outcome of 18 months of war. It was encouraged by Serb and Croat nationalists. Mr Abdic also was keenly aware of tactical backing from the international community. Mediators Lord Owen and Mr Thorvald Stoltenberg, frustrated by the intransigence of Mr Izetbegovic, have made no secret of their admiration for Mr Abdic as a leader ready to make a deal on the republic's partition and buy peace at any price.

The envoys re-invented Bosnia's collective presidency. At the Geneva talks they used Mr Abdic to weaken Mr Izetbegovic. On points where Mr Izetbegovic was particularly vulnerable, Mr Abdic proved ready to accept Serbian and, especially, Croat demands.

Croatia over the past few months has boldly promoted Mr Abdic. Soon after Croatian state media launched his propaganda assault on Mr Izetbegovic, Mr Abdic announced his break with Sarajevo in the apparent first step towards joining Croatia.

Even before the war, the region, because of its geographical proximity to Zagreb, had closer economic ties with the Croatian capital than with Sarajevo. In the shattered Bosnian capital, Mr Abdic counts for little.

However, he is a hero in his fiefdom, surrounded by Serb rebels in Bosnia and neighbouring Croatia.

He is credited by his admirers for using his political cunning to ensure the survival of his enclave, which has escaped the devastation wrought on the rest of Moslem-held Bosnia. But his detractors say calculating Serbs and Croats are waiting to gobble up the region, intact, later.

In the Bihac area, named after the biggest town, Mr Abdic is revered for enriching this poor region by building up Agrokomerc, an agro-industrial plant.

His popularity soared after a stint in jail in 1987 for issuing \$300m (£198.6m) in unbacked promissory notes. His opponents call him a white-collar crook while fervent supporters claim he was framed. While fighting between the Bosnian army and troops loyal to Mr Abdic continues, he boasts, according to the Belgrade daily newspaper Politika, that "Izetbegovic's state is defeated in western Bosnia and it will be defeated in Tuzla and in other parts of Bosnia."

Bosnian Serb leaders over the past month have leaked reports of talks with Mr Selim Beislagic, mayor of Tuzla, the largest Bosnian stronghold in the north. They gloat about "signals" from Tuzla that the Moslem region is also preparing to break away but to join Greater Serbia.

The international mediators appear to have taken an interest in Mr Beislagic, stepping up their contacts with him over the summer. Bosnian Serb chief Slobodan Radovic has repeatedly claimed he has messages from European capitals expressing opposition to a Moslem state in Europe.

If Tuzla, too, under pressure of the war and the Serb stronghold, declares autonomy from Sarajevo, Bosnia will be divided between Serbia and Croatia, with nothing left for the Moslems but assimilation or migration.

# French parliament hails return of a Bourbon

By David Buchanan in Paris

A BOURBON - King Juan Carlos of Spain - was back yesterday in the Palais Bourbon, as the classical building which houses France's national assembly on the banks of the Seine was once known.

The stir caused by the presence of the Spanish monarch, himself a descendant of Louis XIV, in the French parliament was nothing to do with any royalist revanchism or indeed what King Juan Carlos said; he delivered a 30-minute eulogy on the good state of French-Spanish relations.

The controversy, rather, centred on the fact that Mr Philippe Seguin, the maverick Gaullist president of the national assembly, had had the temerity to invite, off his own bat, King Juan Carlos to be the first foreign leader to address the French parliament since President Woodrow Wilson in 1919.

As far as the government and the Foreign Ministry in particular, are concerned, the legislature is straying dangerously into the executive's foreign policy patch. Yet Mr Seguin, who is campaigning to enhance the image of what is one of Europe's weakest legislatures, called the king's visit "a great day" for parliament. Mr Seguin won praise from flattered MPs of all sides for pulling off his "Juan Carlos" coup, but many deputies are less than pleased by his other moves to make their legislature more business-like. In order to increase flagging attendance, Mr Seguin has for instance forbidden individual deputies to cast electronic votes for absent colleagues, as they had freely done so in the past.

President Francois Mitterrand himself shares some of Mr Seguin's aims, having proposed last spring that the constitution should be changed to give parliament more time and scope to organise its business.

But the Balladur government wanted to limit such a constitutional change. It now finds, however, the other part of the legislature - the Senate which is not even directly elected - is taking a leaf out of Mr Seguin's book. It has invited Chancellor Helmut Kohl to address it next week.

# Italian bankers on fraud charges

By Robert Graham in Rome

THREE prominent bankers have been arrested on charges of fraudulent bankruptcy relating to the 1991 collapse of Federconsorzi, the powerful Italian agricultural services group.

Federconsorzi was forced into liquidation in May 1991 with outstanding debts of L4,200bn (£1.74bn). These are the first arrests connected with the affair, which caused widespread friction with foreign creditors over full repayment of debts contracted by the agricultural services group.

Those arrested yesterday were Mr Paolo Bambara, the Federconsorzi chief executive, and Mr Rosario Corso, a senior member of the management of the leading state-controlled bank, Credito Italiano. It was revealed yesterday that a week ago police arrested Mr Paolo Lorenti, the financial director of Federconsorzi.

The charges allege that these men abused their positions when Federconsorzi was on the brink of collapse, ensuring that certain bank loans were reimbursed in full prior to the formal liquidation process.

The arrests highlight the increasing involvement of the banking system in investigations into corruption. Earlier this week police arrested Mr Franco Matera, a senior manager at the Banca Nazionale dell'Agricoltura, for allegedly helping to facilitate a L2.5bn bribe for a contract for nine helicopters supplied to the Italian security forces by Augusta, the state-controlled helicopter manufacturer.

Meanwhile, Milan magistrates have issued an arrest warrant for Mr Enrico Braggiotti, former chairman of Banca Commerciale Italiana, allegedly in connection with \$50m (£33m) paid to him by the late Mr Raul Gardini while head of Ferruzzi-Montedison.


Greek supreme court prosecutors yesterday dropped their investigation into allegations of wrongdoing in the sale of Heracles General Cement to Italy's Calcestruzzi, court officials said, Reuters reports from Athens.

Calcestruzzi, which is controlled by the Ferruzzi group, bought the major share in Heracles, Europe's biggest cement exporter, in 1992 for \$225m (£149m) in a joint venture with the state-run National Bank of Greece. According to prosecutors, No evidence had been found to justify charges against employees of the state-run company, or any others involved in the sale.

Ferruzzi's financial executive, Mr Giuseppe Berlina, had alleged that Greek politicians received bribes to expedite the sale of the cement company.

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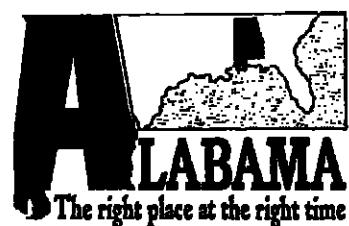
While some location decisions are based on initial perception, Mercedes-Benz took a long hard look at over thirty U.S. states before deciding that Alabama best met its needs for a major manufacturing facility.

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## NEWS: INTERNATIONAL

## Beijing hits at Patten over HK speech

By Tony Walker in Beijing

CHINA yesterday expressed its "regret" over a speech on Wednesday by Hong Kong Governor Chris Patten in which he warned that decisions on arrangements for pending elections would have to be taken in weeks not months.

Mr Wu Jianmin, Foreign Ministry spokesman, said there still remained a "large gap" between China and Britain on the issue, but his remarks were low-key. "We hope that the

British side will take a truly constructive attitude towards the talks so as to narrow the gap as early as possible, and make the talks a success."

Mr Patten, who wants to extend the franchise for local elections in 1994 and for elections to the Legislative Council (Legco) in 1995, told Legco on Wednesday that "we now have only weeks rather than months" to conclude arrangements.

China is bitterly opposed to Mr Patten's proposals, arguing that they

contradict understandings reached in negotiations during the 1980s on the future of the colony, which reverts to Chinese rule in 1997. The 1994 and 1995 elections are the last that will be held before the handover.

Beijing and London have conducted 12 rounds of talks on the future of Hong Kong in an effort to resolve differences over Mr Patten's proposals, but have made little progress. Talks are due to resume in the Chinese capital early next week.

"The Chinese side is of the view the current talks are aimed at a smooth transition in Hong Kong's political system," Mr Wu said. "A bilateral agreement on the 1994-95 election arrangements is the necessary condition for a 'through train'."

This latter reference is to arrangements that would help Hong Kong through the difficult transitional period when London yields control to Beijing.

Legislators elected for four years in 1995 would continue to hold office

after the Chinese takeover, hence Beijing's extreme sensitivity over the possibility that an extended franchise might yield more militant representatives.

Referring to agreements between Beijing and the UK, including the Joint Declaration on the colony's future, initiated in 1984, and the Basic Law of 1990, Mr Wu said that the "essence" of the current dispute was not over whether there should be democracy, but "whether one should honour his word".

## Sihanouk press ban prompts fears on rights

Iain Simpson on reporting restrictions in Cambodia

IN THE first sign of possible restrictions on constitutional rights in post-election Cambodia, the new government has warned journalists working in the country that they should refrain from criticising the newly enthroned King Norodom Sihanouk.

At a press conference Mr Ek Sereyvatth, the deputy information minister, pointed out that foreign journalists have often written critical comments about Prince Sihanouk (as he was until two weeks ago) and said it would be "against our custom to criticise" the king.

The country's new constitution, which was promulgated by King Sihanouk two weeks ago, enshrines freedom of the press, together with freedom of expression and freedom of association. However, diplomats and other foreign residents say they are concerned that the ban on criticism of the king could lead to other restrictions on these constitutional rights.

King Sihanouk's past record of close involvement in Cambodian politics suggests that any full account of political developments in the country would have to reflect his role. Under the new constitution, the king "reigns but does not govern".

However, the early signs are that the king is likely to play a much more active part in day-to-day questions than that implies.

King Sihanouk has had a testy relationship with the media since the first time he ruled Cambodia as king during the 1950s. Then, and later when he abdicated to become the civilian head of state, he kept a black list of journalists who were banned from the country and refused to give interviews to any but his favourites.

In recent years, as head of a resistance coalition and then as head of state under the United Nations mandate in Cambodia, he has often responded in detail to what he perceived to be negative reports about him in the local and foreign press.

He now says he has put those days behind him, though. In interviews last weekend, he repeatedly told visitors that Cambodia would have an absolutely free press with no restrictions and no censorship.

Mr Ek Sereyvatth insists the idea of restricting criticism of the king was his own initiative, but it seems likely that the idea had at least the tacit support of the king, whose actions have often belied his public statements.

During the 18 months that the United Nations Transitional Authority in Cambodia (Untac) was in the country, the local media flourished and became much more outspoken. With the backing of the UN's own radio station, Radio Untac, Cambodian reporters began to expose corruption and

About 1,000 Cambodian students took to the streets of Phnom Penh yesterday in a peaceful protest against compulsory French language classes at their technical institute, Reuter reports from Phnom Penh.

It was the first mass demonstration seen in the capital since government police and army units bloodily suppressed an anti-corruption protest in December 1991.

The students were angry that French-promised educational assistance to their school was linked to their having to learn the language of their former colonial masters.

Earlier this year King Norodom Sihanouk had pledged that his country, a French colony until 1955, would become a member of the French-speaking community of nations. Many younger Cambodians would prefer to learn English.

to criticise the main political players, including King Sihanouk.

Now that Untac's mandate has come to an end and most UN personnel have left the country, the local media are again exposed to a possible renewal of the bullying and threats of the past. Until the Untac-sponsored election in May, Cambodia was a one-party state and there was no real independence in the media. The one outspoken editor was thrown into jail and his newspaper closed.

One optimistic note in the new environment is that Mr Khieu Kanharith, the editor who was jailed for his independent views, is now the minister for information. Many fear, however, that he may be replaced by a tougher political rival.

The government says it is committed to openness and a free press but when the constitution was being drafted, there was no public consultation and no dialogue between the members of the drafting committee and the public.

Special interest groups and a coalition of Cambodian non-government organisations protested strongly but their views were still not heard by the committee. Now, they point out that the government's commitment to dialogue carries limited weight given the way in which the constitution was written and the unwillingness of members of parliament to listen to the views of the people who elected them.

The government insists it does not intend to widen the ban on criticism of the king to cover ministers or other members of the administration. However, there is already concern that there could be a return to the official and unofficial censorship of the past.

## Fresh setbacks for Australian budget plans

By Nikkai Tait in Sydney

THE Australian government last night suffered a further setback when two of the revenue-raising measures in its proposed budget were voted down by the Senate.

The first measure to be defeated was a proposed increase in wholesale sales tax on wine from 20 per cent to 31 per cent. This has been strongly denounced by both the opposition coalition and by the minority parties (the Democrats and the Green party) which hold the balance of power in the Senate.

The loss of this increased tax revenue would affect the government's revenue calculations for the current year, but by a relatively small amount of some \$70m (\$30m).

The Senate subsequently approved one round of wholesale sales tax increases, but then voted down a proposed second round, due to come into effect in July 1995. The second round of tax increases was rejected by the opposition and the Greens, leaving the crucial vote with the Tasmanian independent senator, Mr Brian Harcourt. He finally voted against the increase.

Although the outcome of the Senate voting was largely as predicted, it is still unclear

where this leaves the government's finance proposals. Earlier in the day Mr John Dawkins, the treasurer, had insisted that the government would implement the income tax cuts proposed in its budget only when the revenue-raising measures had been passed by the Senate. "This is a package, and it will remain a package as far as the government is concerned," he said.

Mr Dawkins' latest affirmation of the government's determination to link revenue-raising and tax-cutting measures could mean the personal income tax reductions, due to come into effect next month, will be delayed. Should this happen, Mr Dawkins claimed, the opposition could be held responsible.

There was, however, one brighter piece of news for the government yesterday. The nation's unemployment rate fell from 11.1 per cent in August to 10.9 per cent last month, according to the latest seasonally adjusted data. The Bureau of Statistics said 45,100 people found work during the month, although most of the jobs created were for part-time work, and full-time employment rose only slightly. The drop in the unemployment rate was largely in line with analysts' forecasts.



Mike Moore, Labour party leader: preferred prime minister in two polls with about 20 per cent support

## NZ 'headed for close election'

By Terry Hall in Wellington

NEW ZEALAND seems headed for a close general election on November 6, with latest opinion polls showing the opposition Labour party has steadily gained support over the past month through attacks on the government's handling of social welfare issues.

The Heylen One Network News poll says Labour and the ruling National party are neck and neck at 37 per cent, with Labour gaining two percentage

points over the past month. The TV3 Gallup Poll showed the National party at 40 per cent, a drop of seven points since early September, while Labour had gained ground to 39 per cent. The minor Alliance and New Zealand First parties had a combined 20 per cent in both polls.

Mr Murray McCully, government communications committee chairman, said the polls showed that the National administration had no room for complacency. Labour had

gained momentum by "firing all the policy shots" over the past month.

Mr Mike Moore, Labour leader, was the preferred prime minister in both polls, with about 20 per cent support; the incumbent, Mr Jim Bolger, scored 8 per cent, behind Mr Winston Peters, leader of the New Zealand First party, on 17 per cent.

At the November 6 election, voters will also be called on to take part in a referendum to vote on a change in the elec-

toral system. At present New Zealand elections are won on the British first-past-the-post system, which means that the number of parliamentary seats it wins. At a referendum, voters will be asked to choose whether they wish to adopt the German mixed-member proportional system.

The latest polls showed that support for the change was falling slightly, with 46 per cent in favour of the German system and 37 per cent against.

## Ex-BCCI officers face court

By Robin Allen in Dubai

AFTER a two-year investigation by the Abu Dhabi government, 11 former officers of the Bank of Credit and Commerce International are to appear in court at a preliminary hearing in the emirate tomorrow to face charges that include forgery, mismanagement and fraud.

Of the 11, six are British passport holders, four are Pakistani and one is reported to be Canadian. They include former executives of Bank of Credit and Commerce (BCCI), a local bank in which BCCI had a 40 per cent shareholding and the management contract. BCCI has long since been renamed, restructured, and put under new management.

Two key figures from BCCI who are among the 13 facing charges will be conspicuously absent. Mr Agha Hassan Abedi, the founder and former president of BCCI, is an invalid in Pakistan, with which the UAE has no extradition treaty, while Mr Ziauddin Ali Akbar has started serving a six-year sentence following his conviction in London on September 28.

The hearing, and full trial later, could be open to the public though this will depend on a decision of the trial judge. At Saturday's hearing the charges will be read out and counsel for the defence appointed from among several local lawyers.

The case would then normally be adjourned for two weeks while defence lawyers study the charges. But given its complexity, they could ask for more time, especially if they should seek access to more documents.

## Rights abuses 'still continue in Burma'

By Victor Mallet in Bangkok

BURMA's military rulers continue to commit grave human rights abuses against the Burmese people, despite some recent improvements, a report by the human rights group Amnesty International says today.

More than 1,700 political prisoners have been released by the State Law and Order Restoration Council (Slorc) since April 1992. But many others are believed still to be languishing in jail either without trial or after unfair hearings, Amnesty says.

Ms Aung San Suu Kyi, the pro-democracy leader and Nobel peace prize winner, is enduring her fifth year of house arrest in Rangoon. Even those who have been

released are not secure. The Slorc uses the Military Intelligence Services to intimidate and harass real or imagined government critics after they have been freed, the human rights group says.

Amnesty also highlights the plight of members of ethnic minorities. They are routinely seized in their villages and fields by soldiers, accused of supporting guerrilla insurgents and beaten or forced to work as porters.

"Despite some positive steps taken by the Slorc, including the abolition of military tribunals, to respond to international criticism of its human rights record, the human rights situation in Myanmar (Burma) is still grim and needs urgent attention," Amnesty says.

## S African petrol price likely to spark unrest

By Philip Gawth in Johannesburg

SOUTH AFRICA faces renewed economic conflict following the cabinet's unexpected decision to proceed with a petrol price increase in the face of widespread opposition.

The country's main trade unions and commuter taxi organisations have responded by announcing a programme of mass action involving demonstrations, pickets and marches aimed at the government and oil companies. The Consumer Council, Automobile Association and the AHI, representing Afrikaner business interests, have also expressed disappointment at the cabinet's decision.

The dispute disrupts recent multi-party unity on issues of economic policy such as the debt rescheduling agreement and an offer to cut to simplify and lower tariffs within the Uruguay round of trade talks. It

will raise renewed questions among foreign investors about future economic policy in the country. There has been a considerable surge in investor interest in South Africa following the call two weeks ago by Mr Nelson Mandela, African National Congress president, for the ending of economic sanctions.

In an effort to defuse opposition the government agreed to refer the 4 per cent petrol price increase to the National Economic Forum (NEF), a tripartite body on which business, labour and government are represented. An NEF task-force had recommended this week that the price rise should be suspended for two months from mid-October to mid-December.

President F W de Klerk said the cabinet's decision was "economically justified" and rejected accusations he was merely trying to show that he was not a lame-duck president.

## Evidence links Hani case trio

THE BLACK maid employed by two of the white right-wingers accused of murdering Mr Chris Han, South African communist leader, gave evidence yesterday linking the two to the alleged killer, Reuter reports from Johannesburg.

Ms Elizabeth Motshwane told the Rand Supreme Court in Johannesburg that Police-born Mr Janusz Walus, alleged to have killed Mr Han with four bullets on April 10, visited the home of Mr Clive and Mrs Gaye Derby-Lewis four days before the murder. "I saw Walus seated in the sitting room... he was holding a fire-arm in his right hand, pointing downwards," Ms Motshwane said, adding that Mr Walus had breakfast with her employers that day.

All three defendants have pleaded not guilty to the murder of Mr Han, which plunged South Africa into one of its worst political crises since President F W de Klerk began dismantling apartheid in February 1990.

## Meeting to seek halt to biodiversity loss

By Frances Williams in Geneva

GOVERNMENT officials and environmentalists from about 130 countries will meet in Geneva next week to discuss how to implement an international treaty protecting biological diversity.

The biodiversity convention, signed at last year's United Nations Earth Summit in Brazil, has been ratified by the required 30 nations and will come into force on December 29.

The convention is designed to stem the unprecedented and accelerating loss of the world's estimated 10m plant and animal species and thus its genetic resources. The loss is largely due to destruction of tropical rainforests, which contain roughly half the world's known species.

Ms Elizabeth Dickinson, senior adviser on biodiversity to the United Nations Environment Programme (Unep), said yesterday that on present trends the world could lose a quarter of

all plant species within the next 30 years.

Next week's meeting will be discussing immediate action to halt the erosion of biodiversity and secure its sustainable use, as well as how the measures should be financed.

Ms Dickinson said the main emphasis would be on getting countries to draw up national strategies for biodiversity protection and thereby trying to bring about a change of philosophy. "Instead of saying 'Let's have a park', governments will

look at how incentives built into the economic system encourage people to destroy biodiversity," she said.

The meeting is also expected to touch on the issue of how rich and poor countries should share the benefits from use of genetic resources, which are concentrated in the developing world. This includes technology transfer, granting of access to genetic resources, and the role of intellectual property protection.

Ms Elizabeth Dowdeswell,

executive director of Unep, which sponsors the newly formed interim secretariat for the convention based in Geneva, said yesterday it was imperative to take action now to stop the alarming loss of biological diversity. "The richer the diversity of life, the greater the opportunity for medical discovery, economic growth and adaptation to changing circumstances such as global warming. The variety of life is our insurance policy. Our lives depend on it."

## BUSINESSES FOR SALE

## REPEAT INVITATION TO TENDER FOR THE HIGHEST BID for the Purchase of the Assets of "SPINNING &amp; WEAVING MILLS DEM. LEVENTAKIS S.A." of Athens, Greece

"ETHNIKI KEPHALEOU S.A. Administration of Assets and Liabilities" of 1, Skouleion Street, Athens, Greece, in its capacity as Liquidator of "SPINNING & WEAVING MILLS DEM. LEVENTAKIS S.A." a company having its registered office in Athens, Greece (the "Company"), which is presently under the status of special liquidation according to the provisions of article 46a of Law 1892/1990 (as supplemented by article 14 of Law 2000/1991),

## announces a call for tenders

for the highest bid by submission of sealed binding offers for the purchase by public auction (the "Auction") of the assets of the Company, as a single whole.

## BRIEF INFORMATION:

The Company was established in 1950 and was incorporated as an S.A. in 1973. Its activity included manufacturing of yarns and fabrics (made of cotton and blends) cotton blankets and towels, dyeing and finishing of fabrics. In 1984, the company went bankrupt and following a bankruptcy settlement, it was re-liquidated in 1986 by the Athens First Instance Court's decision No. 15937/1986, and was since under liquidation. No personnel is currently employed. The Company's Assets include: (1) An Industrial Complex at the 12th km of the Athens-Lamia National Road (Metamorphosis-Antika) consisting of Basement of a total area of 7,500m<sup>2</sup> and total volume of 33,750 m<sup>3</sup>, Ground Floor of a total area of 11,100 m<sup>2</sup> and total volume of 49,950 m<sup>3</sup> and First Floor of a total area of 6200 m<sup>2</sup> and total volume of 27,900 m<sup>3</sup> approx., as well as an adjoining building of a total area of 500 m<sup>2</sup>. Above buildings are built on land of an initially total area of 18,665 m<sup>2</sup> approx., which, minus the expropriated land, are presently 15,442 m<sup>2</sup> approx. Relative data on the expropriation are included in the offering memorandum.

(2) mechanical equipment consisting of Spinning and Weaving Units, Dyeing and Finishing Units. (3) various other assets such as technical installations, office equipment, made marks etc and (4) various other lots of land situated in Kifisia area (Metamorphosis) of a total area of 17,500 m<sup>2</sup> approx.

## OFFERING MEMORANDUM - FURTHER INFORMATION:

Interested parties may obtain an Offering Memorandum in respect of the Company and the assets thereof and any further information, upon execution of a confidentiality agreement.

## TERMS AND CONDITIONS OF THE AUCTION

- The Auction shall take place in accordance with the provision of article 46a of Law 1892/1990, the terms and conditions set forth herein and the "Terms and Conditions of Sale" contained in the Offering Memorandum. Such provisions and other terms and conditions shall apply irrespective of whether they are mentioned herein or not. Submission of binding offers shall mean acceptance of such provisions and other terms and conditions. Submission of offers in favour of third parties to be appointed at a later stage shall be accepted under the condition that the offeror shall be bound to the submission and that the offeror shall give a personal guarantee in favour of such third party.
- Bidding Offers:** For the participation in the Auction interested parties are hereby invited to submit binding offers, not later than the 2nd of November 1993, 11:00 hours, to the office of the Athens Notary Public Mr. Evangelos Drakopoulos, 19, Voutourion Street, Athens, Greece. Offers should expressly state the offered price and the detailed terms of payment (in cash or in instalments, mentioning the number of instalments, the dates thereof and the proposed annual interest rate). In the event of no determination of a) the way of payment, or b) whether the instalments bear interest and c) the interest rate, then it shall be deemed that a) the offered price is payable immediately in cash, b) the instalments shall bear no interest and c) the interest rate shall be the legal rate from time to time in force (presently 51% yearly). Binding offers submitted later than the prescribed time limit, as referred to hereinabove, shall neither be accepted nor considered. The offers shall be binding until the adjudication.
- Letters of Guarantee:** Binding offers must be accompanied by Letters of Guarantee, for an amount of drs. Two Hundred and Fifty Million (250,000,000), issued, in accordance with the draft form of Letter of Guarantee contained in the Offering Memorandum, by a bank legally operating in Greece, to be valid until the adjudication. Letters of Guarantee shall be returned after the adjudication. In the event of non-compliance with the provisions and other terms and conditions referred to in paragraph 1 hereof, the Letters of Guarantee shall be forfeited as a penalty.
- Submissions:** Binding offers together with the Letters of Guarantee shall be submitted in sealed envelopes. Submissions shall be made in person or through a duly authorised agent.
- Envelopes containing the binding offers shall be unsealed by the above mentioned Notary Public in his office, on the 2nd of November 1993, at 14:00 hours. Any party having duly submitted a binding offer shall be entitled to attend and sign the deed attesting the unsealing of the binding offers.
- As highest bidder shall be considered the participant whose offer will be judged, by the 51% of the Company's creditors (the "Creditors"), in their absolute discretion, upon suggestion of the liquidator, to be in the best interests of all of the creditors of the Company. Mention is made that for the purposes of evaluating an offer proposed to be paid in instalments, the present value thereof shall be taken into account, which shall be calculated on the basis of a discount interest at an annual rate of 22% compounded yearly.
- The liquidator shall give written notice to the highest bidder to appear on the date and place mentioned therein and execute the contract of sale in accordance with the terms contained in his binding offer and/or any other improved terms, which may be suggested by the Creditors and agreed upon. Adjudication shall be deemed to take effect upon execution of the contract of sale.
- All costs and expenses of any nature in respect of the participation and the transfer of the assets offered hereby for sale shall be exclusively borne by the participants and the purchaser respectively.
- The liquidator and the Creditors shall have no liability nor obligation whatsoever towards the participants in relation to the evaluation of the offers or the appointment of the highest bidder or any decision to repeat or cancel the Auction or any decision whatsoever in connection with the proceedings and the making of the Auction. Neither the liquidator nor the Notary Public shall have any liability for any legal or actual defects of the assets. Submission of binding offers shall not be deemed to constitute any right for the adjudication nor the participants shall acquire any right, power or claim from this invitation and/or their participation in the Auction against the liquidator and/or the Creditors for any reason whatsoever.
- This invitation has been drafted in Greek and translated in English. In any event the Greek version shall prevail.

FOR OBTAINING THE OFFERING MEMORANDUM AND FOR ANY FURTHER INFORMATION PLEASE APPLY TO THE LIQUIDATOR'S ATTORNEY IN ATHENS: MR ANTHONY MARKEZINTIS AT 25, AKADIMIAS STR. ATHENS 106 71, GREECE, TEL. +30-1-36 15 594, FAX: +30-1-36 25 750.



## Clinton to send 5,000-strong reinforcements but plans pull-out by April

# More troops for Somalia

By Jurek Martin in Washington

US congressional leaders confirmed yesterday that President Bill Clinton plans to send more than 5,000 additional troops to Somalia, but to have ended the US military presence there by the end of next March.

The contingent, which would more than double the current US military presence, would be composed of about 1,700 infantry in Mogadishu and 3,600 Marines stationed offshore and available for rapid intervention. Its mission would be more offensive than logistical and its firepower, it can be safely assumed, would be trained on the forces of General Mohammed Farah Aideed, the Somali factional leader.

Mr Clinton will also send Mr Robert Oakley, a veteran diplomat and former President George Bush's envoy there last year, back to Somalia to promote a political dialogue between the clans and factions.

Mrs Madeleine Albright, US ambassador to the United Nations, has also been instructed to impress with renewed vigour the importance of a political solution on Mr Boutros Boutros Ghali, the UN secretary general, who is himself to visit Mogadishu next week.

Mr Clinton had no immediate comment after a two-hour White House session with leaders of both parties in Congress described by other participants as "spirited" and "divided". Several participants reported that the president would

address the nation on his Somali policy, probably today. Senator George Mitchell, the Democrat majority leader, and his Republican opposite number, Senator Bob Dole, both said Mr Clinton needed to lay out with some clarity what US policy in Somalia was. Mr Dole added that US credibility could be damaged by a precipitate retreat.

Mr Dole was also exercised by the need for US military activities in Somalia to remain under US, not UN, control.

The president's ideas did not satisfy all those he invited to the White House. Senator Robert Byrd of West Virginia, the veteran Democrat, threatened to introduce legislation forcing a complete US troop withdrawal by the end of the year at the latest.

Compounding problems for the administration are post-mortems over why last week-end's raid on the forces of Gen Aideed went so badly wrong. There were unconfirmed reports yesterday that last month General Colin Powell, just retired as chairman of the joint chiefs of staff, had requested additional fighting vehicles for the Somali operation but had been turned down by Mr Les Aspin, the secretary of defence.

It was announced yesterday that another serviceman had died from injuries suffered in last week-end's raid, bringing the death toll to 12. There were also reports that at least one more American had been killed in action in Mogadishu yesterday.



A US M1-A1 Abrams tank is loaded onto an aircraft in Himeville, Georgia, for transport to Somalia.

## US forces must run own show, say congressmen

By George Graham in Washington

THE mounting US death toll in Somalia has redoubled demands in Washington that the US assert control over operations involving its troops.

Members of Congress slammed home the message to President Bill Clinton in a meeting at the White House yesterday morning that their limited tolerance for a continued US presence in Somalia would be greatly reduced if they could not be assured that US forces would remain under US command.

"My point was to ensure that this was an American plan and was going to be controlled by Americans," said Senator Bob Dole, Republican leader in the Senate, after the meeting.

US forces have in practice almost always remained under the ultimate command of a US officer. From General Dwight Eisenhower in the second world war, by way of Gen Douglas MacArthur and Gen Matthew Ridgway in Korea, to Gen Norman Schwarzkopf in the Gulf, the US has provided the commander-in-chief for a series of multinational operations.

It continues by tradition to appoint the Supreme Allied Commander in Europe (SACEUR) of the North Atlantic Treaty Organisation.

It becomes more difficult to insist on US command of a particular operation, however, while at the same time seeking to minimise the size of the US commitment.

Already this summer, members of Congress with big military bases in their districts returned from recess with questions about the command structure under which US troops were operating in Somalia. Last Sunday's bloodshed has reinforced US doubts about the wisdom of ceding control of their troops.

Specific complaints about muddled chains of command, language problems and incompatible tactics have merged with long-held US suspicions, dating back to U Thant's term as United Nations secretary general in the 1960s, about whose side the UN is on.

US concerns have been further coloured by occasionally xenophobic views on the reliability of troops from other nations taking part in the UN force. Some US newspapers questioned the willingness of Malaysian and Pakistani troops to come to the rescue of US soldiers trapped in Sunday's bloody fighting in Mogadishu.

The command issue has already arisen in Bosnia, where the US has sought to insist on Nato's leadership, and so, de facto, a US commander in chief, while France has argued that the Saceur command structure is inappropriate for peacekeeping operations and asserted UN supremacy.

It is certain to recur in other conflicts as the US seeks to diminish its own leadership role and rely more on multinational efforts to promote and maintain peace.

## Caracas bombings linked to share price manipulation

By Joseph Mann in Caracas

VENEZUELA'S police believe a small group of people placed at least one of a series of bombs that exploded in the capital city in recent months in an attempt to manipulate Caracas stock exchange prices, according to local press reports yesterday.

If the theory proves to be true, it would represent one of the most audacious cases of stock manipulation on record.

Mr Carlos Delgado Chapellin, minister of the interior, said people with "links to Venezuela's financial sector" were suspected of planting a car bomb that damaged a Caracas shopping centre on August 18.

The authorities also suspect that the group, reported to be made up of at least five civilians, two navy officers and a member of the state security police, were behind other bombings in a series which began in mid-July.

It was widely believed that the bombings were politically

motivated and aimed at destabilising the government. No one has admitted to them.

However, the police are now looking at the theory that the group planted at least one bomb to depress share prices on the already nervous Caracas exchange.

They then bought shares at low prices, and sold when they recovered. The authorities are said to believe the bombings may also have been used to manipulate the price of Venezuela's external debt bonds on international markets.

However, the police have not rejected the possibility that one or more of the bombings (especially a July 19 letter bomb blast at the High Court which injured an employee) were indeed carried out for political purposes.

The bombings came at a time of social and political unrest in Venezuela. The country weathered two attempted coups last year and has been in a state of political turmoil for over two years.

## Nobel prize for Toni Morrison

By Hugh Carnegie in Stockholm

TONI MORRISON, the American novelist, yesterday became the first African-American and only the eighth woman to win the Nobel prize for literature.

The Swedish Academy of Sciences, which since 1901 has awarded the annual prizes bequeathed by industrialist Alfred Nobel, said Ms Morrison's work, mainly concerned with racism in the US, depicted the lives of "blacks as the people they are".

Through novels "characterised by visionary force and poetic import [she] gives life to an essential aspect of American reality", the academy

said. Ms Morrison, professor of humanities at Princeton, was a surprise choice because the prize had gone to writers in English in the previous two years. The West Indian poet Derek Walcott won last year, preceded by Nadine Gordimer, the South African novelist.

Ms Morrison, 62, is the 10th American to win the prestigious prize, worth SKr6.7m (£553,000). In a statement issued by her US publishers, she said: "I am unendurably happy. I, of course, am profoundly honoured. The most wonderful thing for me personally is to know that the prize has at last been awarded to an African-American."

A teacher of literature, Ms Morrison has written six nov-

els and a number of essays in which the themes of racism, slavery and segregation are often conveyed in violent images. Her novel *Beloved*, published in 1987, won a Pulitzer prize. The Nobel judges said Ms Morrison, born Chloe Anthony Wofford in Lorain, Ohio, strove to free language from "the fetters of race".

Her work had its roots in the work of William Faulkner - a Nobel laureate in 1949 - and other writers from the American south. It was "unusually finely wrought and cohesive, yet at the same time rich in variation." They described her 1992 book *Jazz* as richly complex, which sensuously conveyed characters and moods.



Toni Morrison: eighth woman to take prize

## States bring forward primary dates

By Jurek Martin

THE US presidential party primaries of 1996 promise to be less of a marathon as a result of action taken recently by several states bringing forward election dates.

This week Governor Pete Wilson of California signed into law a bill setting the last Tuesday in March, rather than the first in June, as primary day. Last week Governor George Voinovich of Ohio did the same with a bill that would have his state vote on the third Tuesday in March, the same as Michigan and Illinois, rather than in mid-May. Wisconsin and Pennsylvania may follow suit.

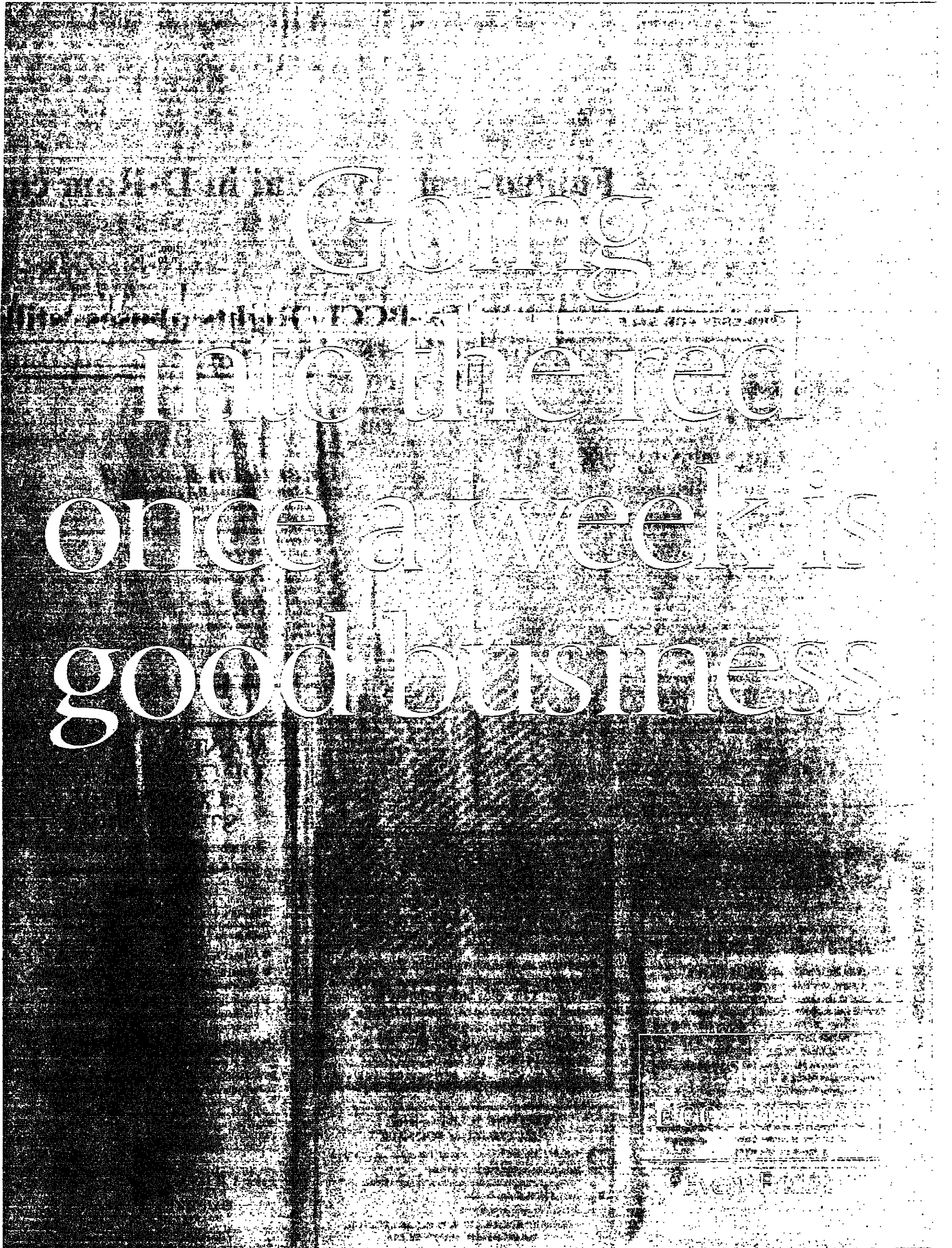
March now looms as a pivotal month, with in effect three regional primaries - the south at the start of the month, the Midwest around the middle and California, the biggest state, in the west at the end.

Mr Voinovich pointed out that presidential candidates make promises in primaries which may be redeemed if they get elected. "Why should they spend all their time in New Hampshire and Iowa [which hold the first primaries and caucuses], when they're pea-pods in terms of electoral clout and population?"

States with late primaries have indeed felt left out. California has not held a truly decisive primary since 1972.

Experts are divided on the impact of shortening and front-loading the primary season. It may help the well-organised and well-financed, especially an incumbent. President George Bush, for example, would not have been as embarrassed for so long by the sniping attacks of Mr Patrick Buchanan, his right-wing challenger. But an unpopular front-runner or incumbent could get knocked out very early.

Regional candidates from the south, like Messrs Carter and Clinton, will probably have less time to establish themselves nationally. But western hopefuls at least get an earlier crack at the biggest state of all, itself prone to populist appeals.









Move to relaunch Asian trade zone

Victor Mader in Bangkok

OUTH-EAST Asian governments have announced plans to relaunch the Asian Free Trade Area (AFTA) after a year of bickering during which a reducing tariffs.

Ministers from the six members of Asean - the Association of South East Asian Nations, comprising Brunei, Indonesia, Malaysia, the Philippines, Singapore and Thailand - are meeting in Singapore this week to discuss regional and international trade matters.

Asean announced in Singapore that member states would start implementing tariff cuts on intra-Asean trade from January 1 1994, to show the private sector that the six countries were serious about moving towards AFTA.

Officials said that a timetable would be issued by November. The original plan agreed in 1992 was to begin reducing tariffs at the start of this year to create a free trade area in 10 years, but the agreement did not tie the signatures to a precise timetable. Most governments, under pressure from uncompetitive national industries, have delayed the move. The Asean secretariat has announced that it will publish a report on the progress of the AFTA process.

Asean said there had been "significant progress" in the implementation of the agreement. It also said that the Asean secretariat had been "very active" in promoting the AFTA process.

Malaysia's Prime Minister Mahatir Mohamad said that his country had been "very active" in promoting the AFTA process.

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# Thatcher role alleged in Iraq exports affair

By Jimmy Burns

BARONESS THATCHER was placed at the centre of the arms-for-Iraq affair yesterday when the Scott inquiry revealed evidence for the first time that as prime minister she appeared to have approved the export of British machine tools used to build up the Iraqi military capability.

A memorandum written by a senior Whitehall official to Lord Trefgarne, minister for defence procurement, in December 1988 reported that the government had approved

the export of 50 lathes which intelligence had indicated were to be used for making shells and missiles.

"The prime minister agreed that in order to protect the intelligence source the licences already granted should not be revoked," said the memorandum which was written by Mr. Allen Barrett, a Ministry of Defence official who was responsible for vetting export licences to Iraq states.

The Scott inquiry obtained the document from the Ministry of Defence, which together with the rest of Whitehall and

ministers has been told by Mr John Major, the prime minister, to co-operate fully.

Lord Justice Scott's office said last night that the involvement of Lady Thatcher had not been mentioned in any of the documents provided by her advisers or Downing Street. Lady Thatcher, Mr Barrett and Lord Trefgarne are to be pressed to explain.

It also emerged that the document was not made available by Whitehall during the trial last year of three executives of Matrix-Churchill, the Midlands based machine-tools company

whose exports are the subject of the memorandum.

The three executives, one of whom, Mr Paul Henderson, had worked for British intelligence, were charged with breaching export controls. Their defence argued that they had done so with the full knowledge of the government. The trial collapsed following an admission by the Customs and Excise Department that the case against them could not be sustained.

Mr Kevin Robinson, solicitor for Mr Henderson, said last night: "I cannot understand

why the document was not disclosed at the trial. It may be that the reference to the prime minister was one of the reasons. It wasn't disclosed because it might have been thought unduly sensitive or embarrassing."

Mr Henderson described the apparent withholding of the document from his trial as "disgraceful". He said that in February 1989 his company had exported a further batch of machine tools for munitions. A third batch was approved just before the invasion of Kuwait following problems of financing

arranged by the Atlanta branch of the Banca Nazionale de Lavoro. All the exports had government approval.

Extracts from the document were read out at the inquiry yesterday during the questioning of Mr Ian McDonald, who was Mr Barrett's immediate superior at the MoD at the time. Mr McDonald expressed what he called "honest puzzlement" at the reference to Lady Thatcher, after saying that he had approved the memorandum. "I cannot think that the prime minister was involved," he said.

## How the pirates get on board

Ray Snoddy on European laws and satellite TV decoding

YESTERDAY'S discovery of a European pirate satellite decoder network has focused attention on the technical and legal framework in which such a business can operate.

Mr John Spencer, an engineer who is UK marketing director of GI, the US electronics group, knows well the pirates' work. Several years ago GI suffered a serious piracy problem in the US and four million decoder boxes had to be replaced.

The GI executive says the most effective pirate equipment he has seen was based on an Intel chip inserted into the decoder box itself. It is now illegal, and expensive, he believes, to get pirate microchips manufactured from a floppy disk carrying the configuration of the system.

The VideoCrypt system introduced in 1989 is hailed by BSKyB for its "unmatched high security and unmatched flexibility". It randomly cuts each of the hundreds of tiny lines in the television picture and transposes them. Information on the scrambling sequences and control is carried in spare lines of the picture.

The security features lie in the "smart card" rather than the decoder box. The decoder establishes the legitimacy of

the card, which has a built-in microprocessor containing the codes needed to unscramble the picture.

"The smart card security algorithms may be changed frequently, making unauthorised attack extremely difficult and economically not viable," BSKyB claims. Nobody knows how pirates are breaking BSKyB security, but they may be manufacturing their own microchips.

While satellite television channels are turning into billion-pound businesses in Europe there is little specific legislation to protect them against pirates. The Motion Picture Association of America, the Hollywood trade association, says that only the UK and Sweden have passed legislation to outlaw unauthorised decoders and smart cards. Mr George Eriksson, deputy director of the association in Europe, says the MPAA plans to lobby the EC to try to get a ban on unauthorised decoders.

In the UK the government has changed the copyright law creating a criminal offence with a fine of up to £5,000. In countries like the Irish Republic and Germany decoders designed to unscramble the BSKyB package of channels are widely - and apparently lawfully - advertised.



They Can't Gag Us, said the Daily Mirror, then agreed not to publish any more of what it claimed were the Thatcher memoirs

## No kiss this year for the Baroness

By Roland Rudd

SHE had come to see her friends and support the prime minister. That at least is what her press secretary said.

Baroness Thatcher yesterday decided that actions speak louder than words as she arrived to a slightly less than ecstatic welcome from the rank and file inside the Empress Ballroom.

Her presence on the platform of the Conservatives' annual conference, alongside many of the senior ministers she purportedly castigated in her memoirs, the official serialisation of which begins this weekend, was designed to underline her approval for Mr John Major.

But on Day Three of the conference all most people wanted to talk about was what she really thought of her successor. The extracts in the Daily Mirror newspaper, widely believed, indicated just what a poor opinion she has of him. Mr Major appeared to return the compliment when he broke with recent tradition by declining to kiss her when he joined the platform for the debate on the economy.

At just over two minutes Lady Thatcher's standing ovation was 20 seconds longer than the one given to Mr Major. But just only half the audience got on their feet for the whole two minutes. Sir Edward Heath, the former premier, appeared scrupulously fair by standing for both but refusing to clap anyone.

There was no shortage of cabinet ministers trying to put the explosive issue of Lady Thatcher's memoirs behind them. Mrs Virginia Bottomley, health secretary, said the matter was "history". Mr Peter Lilley, social security secretary, said Lady Thatcher was "livid with rage" at the Daily Mirror.

Other representatives of the parliamentary party were more outspoken in their anger at what they perceived to be Lady Thatcher's hijacking of the party conference. "It's a disgraceful lack of self-discipline" said Mr Graham Riddick. Another opined: "She should know better than most that we could do without being in the shadow of nanny, or granny as she now likes to call herself."

Her close friends appeared to

hark back to a golden age which Mr Major now says never was. Mr Edward Leigh, the former rightwing trade minister sacked by Mr Major, said it was ludicrous to blame Lady Thatcher for stealing Mr Major's thunder.

Mr Norman Fowler, the Conservative party chairman, had hoped to appease the Lady's friends by publicly declaring that he wore the badge of both Thatcherism and Majorism with pride.

Sir Tim Bell, who used to advise Lady Thatcher on her public relations, appeared bemused by the fuss. He professed surprise that anyone could have failed to see that the conference spotlight would fall on Lady Thatcher. "What on earth did you expect?"

Her close friends appeared to

### Britain in brief



### Irish back inquiry into Thorp plant

The Irish government has thrown its weight behind those calling for a public enquiry to be held before the Thorp nuclear reprocessing plant at Sellafield in north-west England is granted revised authorisations for radioactive discharges by the UK government. It said there "is no sound economic case" to be made for going ahead with the project.

Mr Brian Cowan, the Irish minister for transport and energy, took the step yesterday of publishing his government's second submission made to the UK authorities.

He said the move was due "to the concerns and fears held in this island regarding Sellafield... I wish to highlight and reinforce with our EC colleagues the Irish government's concerns and misgivings regarding the British nuclear industry and the Sellafield plant in particular."

The submission says: "There are no demonstrable overall economic or security benefits arising out of Thorp's operation which would justify it or balance out possible and likely risks to public health and environmental damage."

"A narrow base of benefits to British Nuclear Fuels or the UK economy alone is not a sufficient justification."

### Oil contract case heard

A former engineer with Shell was jailed for 12 months at a London court for accepting bribes to influence the awarding of a contract for a floating accommodation vessel to be used in the North Sea at the Gannet oil field. The conviction followed investigations by the Serious Fraud Office into corruption in the awarding of contracts in the North Sea oil fields operated by Shell and British Petroleum.

### Canary Wharf challenge

The High Court hearing of Ogilvy & Mather's legal challenge to the proposed refinancing package for Canary Wharf was adjourned yesterday until October 18th. The advertising agency is claiming the package does not secure its long-term interests.

### VAT threat to bus routes

The imposition of value added tax on bus fares could put many operators out of business and lead to 15,000 job losses in the industry, the Bus and Coach Council warned.

The council, representing operators and manufacturers with a combined annual turnover of £4bn, said such a move in next month's Budget would drive passengers off bus services and force operators to raise fares by more than 30 per cent to maintain their profit margins.

Industry executives yesterday told Mr Roger Freeman, the transport minister, that increased taxation would make services operated by many companies unviable and leave no room for investment in new models.

### New Cornish dictionary

The first new Cornish language dictionary for nearly 40 years was launched today. It was researched and edited by Dr Ken George, an ocean sciences lecturer at the University of Plymouth.

The main version contains 9,000 words, with two-way Cornish/English and shorter pocket versions to follow.

The Celtic Language Board is publishing the dictionary, which has an initial print run of 500, with the help of a £16,700 grant from the European Community.

The Cornish language, which is thought to have originated around 600 AD, and died out in the 1700s, is enjoying a revival and is taught in seven schools in the south-western county as an extra-curricular subject.

The Celtic languages, Welsh, Gaelic, Irish, Cornish, Manx and Breton, are among the oldest in Europe.

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## NEWS: UK

# Irish PM sees hope for 'lasting peace process'

By Tim Coone in Dublin

THE GOVERNMENT of the Irish Republic responded positively yesterday to the peace initiative of Mr John Hume, leader of Northern Ireland's Social Democratic and Labour party, and Mr Gerry Adams, the Sinn Féin leader.

The initiative, launched 11 days ago in Belfast, is aimed at ending the paramilitary violence in Northern Ireland.

Mr Hume spent almost two hours explaining the initiative to Mr Albert Reynolds, the Irish prime minister, and Mr Dick Spring, the foreign minister.

After the meeting Mr Reynolds said: "We have had a very good meeting. John Hume gave us a document setting out the broad principles, which all of us agree could be a just and a lasting peace process to be established and worked upon."

"We will evaluate what we have heard today with our colleagues in government and we will consider how, in our discussions with the British government, this can contribute to the building of a peace process."

Officials of the Irish government confirmed that the document was the report referred to

by Mr Hume and Mr Adams in their joint statement launching the peace initiative. The foreign ministry said: "We will certainly contemplate discussing it with the British government as part of a wider process leading to a settlement [on Northern Ireland]."

Mr Hume said: "I am very pleased with the meeting. I gave a very detailed briefing on a strategy for peace that I believe now exists and I am quite happy with the [government] response."

Neither he nor the Irish government is likely to be forthcoming with any further details of the peace initiative. Mr Hume appealed to the media for patience, saying: "The less speculation and more confidentiality the better."

A statement from the Irish government said: "In the interests of peace the need for confidentiality should be respected."

The UK's Northern Ireland Office did not wish to comment on the latest events in Dublin, but Mr Ken Maginnis, deputy leader of the Ulster Unionist party, was deeply suspicious of the secrecy surrounding the initiative.

"Is it reasonable that we should be expected to react

positively on the basis of some hypothetical document that in fact was probably cobbled together on the way back from John Hume's trip to America?" he asked.

"Personally I do not believe there is anything in it. John Hume is a failed political entity who is talking a mumbo-jumbo of platitudes and clichés and Dublin is trying to rescue him."

"There are one million members of a Unionist majority [in Northern Ireland] and we are not to be allowed to hear what deal Mr Hume did with the IRA."

"That is not a basis for agreement. I believe it is a cruel and heartless con trick."

The Irish cabinet is to discuss the Hume-Adams proposals next Tuesday. Mr Reynolds said on Wednesday he believed that any negotiated settlement should be put to a "simultaneous" referendum north and south of the border.

But he also reaffirmed the effective right of Unionists - who want Northern Ireland remain part of the UK - to veto any new constitutional arrangement for the province, as established in the 1985 Anglo-Irish treaty.



Long-distance call: technician John Shipson is pictured with 1,100 nautical miles of cable on board BT Marine's flagship C5 Sovereign. The cableship is en route for South Africa and is one of six ships installing and maintaining cables for British Telecommunications. Even in the age of the satellite 60 per cent of all calls still use cable

## Implant birth control launched

By Clive Cookson, Science Editor

A CONTRACEPTIVE implant designed to prevent pregnancy for up to five years will be available in the UK from next week.

The introduction of Norplant was welcomed by the Family Planning Association as an important "extension of contraceptive choice for women".

The product was developed by Leiras, a contraceptive manufacturer in Finland, and the Population Council, a charity based in New York. They are licensing it for sale by various international drug companies.

Norplant consists of six small rubber tubes, each about the size of a matchstick, which are inserted (under local anaesthetic) beneath the skin of the upper arm.

They release levonorgestrel, a hormone used in contraceptive pills, at a steady rate into the bloodstream for as long as five years. If the women wants to have a baby, the capsules are simply removed.

Dr Martyn Walling, a family doctor and family planning instructor, said: "Norplant offers for the first time a method of contraception that is as effective as surgical sterilisation but is reversible within 24 hours." Its greatest advantage is that the woman does not have to remember to take a pill every day.

American Home Products, the US licensee, has sold Norplant to 750,000 women since its launch there two years ago. The UK is the first country in the EC to approve Norplant; the UK licensee is French-owned Roussel. Roussel will charge the National Health Service £179 for Norplant - significantly below the \$350 (£232) US price. Although Norplant will be less expensive over five years than taking the pill, the initial cost to the NHS will be much higher.

"We expect consumer demand to be high and we are worried that some women will not be able to get Norplant," said the FPA.

## Some Names back corporate member plan for Lloyd's

By Richard Lapper

ONE OF the biggest organisations of Lloyd's Names - the individuals whose assets support the insurance market - is to recommend that its members vote in favour of the market's plans to admit corporate members. A members' decision is expected at an extraordinary general meeting this month.

The decision of the Association of Lloyd's Members (ALM), which represents as many as 9,000 Names, will boost confidence at the insurance market where there are hopes that as much as £1bn in corporate capital will back Lloyd's syndicates next year.

However Lloyd's still faces potential opposition from a second important group representing Names involved in legal action. Mr Christopher Stockwell, chairman of the Lloyd's Names Associations Working Group (LNAWP), said he would reserve judgment on the plans until October 18, two days before the vote.

Mr Neil Shaw, the ALM chairman, said the ALM's committee had studied an independent report which showed Names would not be disadvantaged by the entry of new corporate investors. The ALM and the LNAWP jointly commissioned the report. It is understood that the advisers, who have not been named, are a leading firm of actuarial consultants.

"In their overall opinion the proposals will be beneficial to Lloyd's and all of its members and may even be necessary for the future prosperity of the society," said the ALM. Mr Shaw said that the ALM was "satisfied" with assurances given by Mr Peter Middleton, the chief executive of Lloyd's, that Names will be able to maintain their involvement in the market at levels reached in 1993.

Although Names have been hard hit by losses of more than \$6bn in the past five years, many are now anxious to continue trading at the market in view of improved prospects for profits.

Lloyd's aims soon to make an out-of-court offer to Names taking legal action to recover losses. Mr Middleton told the ALM that if a settlement is reached, arrangements "would be made for damaged Names to continue underwriting".

Mr Bonner says the business has its curious side. "I was in Dubai earlier this year, sitting in an office discussing the price of silica sand when there was a sandstorm outside."

## No complaints over £190 for 52-hour week

TRACTOR driver Norman Davidson works 52 hours a week, starting at 5am or 6.30am and knocking off at around 5pm. He is on duty for 12 consecutive days before having two days off.

Working with his boss and two colleagues at Yewtree dairy farm in the heart of Kent, south-east England, he does everything from milking the 180-strong herd to clearing slurry, mending fences and ploughing.

For this he takes home £190 a week. Yet Mr Davidson, who has worked on farms for 20 years, counts himself lucky.

Thanks to the Agricultural Wages Board, whose future is in jeopardy because of a government review, he lives rent-free in his cottage, which is "tied" to his job. He earns a

## Alison Maitland on why everyone at Yewtree Farm still wants the Agricultural Wages Board

reasonable overtime rate, has at least three weeks' paid holiday a year and is entitled to buy farm produce for his family at wholesale prices.

The board is the country's last remaining statutory body fixing minimum wages for low-paid workers. It is in the sights of Mrs Gillian Shephard, agriculture minister, who steered legislation abolishing wages councils through parliament.

This time she faces opposition from an unlikely alliance of employers and the Transport and General Workers Union, whose agricultural branch speaks for the country's 240,000 farmworkers. The

board, whose powers stem from the 1948 Agricultural Wages Act, sets minimum pay for a 38-hour week for five grades of farmworker, starting at £138. It provides for sick pay, holidays, overtime rates and a rent ceiling of £150 a week for tied cottages.

Mr Davidson fears the loss of these benefits. "It would be every man for himself," he says. "It's not so much the money, it's the security. There would be a lot of disquiet because you would have no basis for knowing what you're entitled to."

The National Farmers Union says that 88 per cent to 90 per

cent of its members support the board, and yesterday its council called for it to be kept in its present form.

Mr Davidson's boss, farmer David Prentice, says abolition would lead to higher wages for some skilled workers, particularly on livestock farms where they are needed round the clock. But isolated farmworkers with little clout could well see cuts in real income, while farmers could face strife on their doorstep.

"I don't want the aggravation of negotiations," he says. "I don't want to see the safety net of the wages board going."

Under pressure from both sides of the industry, the government has extended the period of consultation until November. It says it is open-minded.

However, time is of the essence. The government has to announce two International Labour Organisation conventions on minimum wages and paid holidays in agriculture if it wants to abolish the board, and it can do this only once every 10 years. The year-long period for ratifying ILO Convention 99 began this August, while that applying to Convention 101 begins next summer.

Ultimately it may be the clout of farmers that settles the issue. "As a general rule, farmers tend to get their own way," says Mr Prentice. "If the farmers' union puts in a good campaign, it will stay."

## Man from Oman sells sand to Gulf States

By Andrew Baxter

THEY USED to talk about hauling coals to coal-rich Newcastle upon Tyne as the ultimate in unlikely business opportunities. The modern equivalent might be selling chips to Silicon Valley - or transporting sand from the UK to the Middle East.

For the past year, Mr Ted Bonner has been doing just that, arranging for the dispatch of containerloads of sand to Oman and other Middle Eastern countries.

The unlikely exports involve silica sand, which is widely used in filters for water treatment in desalination plants, sewage works and especially

swimming pools. Silica sand is not readily available in the Middle East, says Mr Bonner. That means it has to be imported, creating an opportunity for UK-produced silica sand that Mr Bonner is determined to exploit.

A civil engineer, Mr Bonner went to work in Oman in 1980, and returned to the UK last year. He had been working for a swimming pool company in Oman, which became his first customer for the silica sand which he supplies.

Mr Bonner says the business has its curious side. "I was in Dubai earlier this year, sitting in an office discussing the price of silica sand when there was a sandstorm outside."

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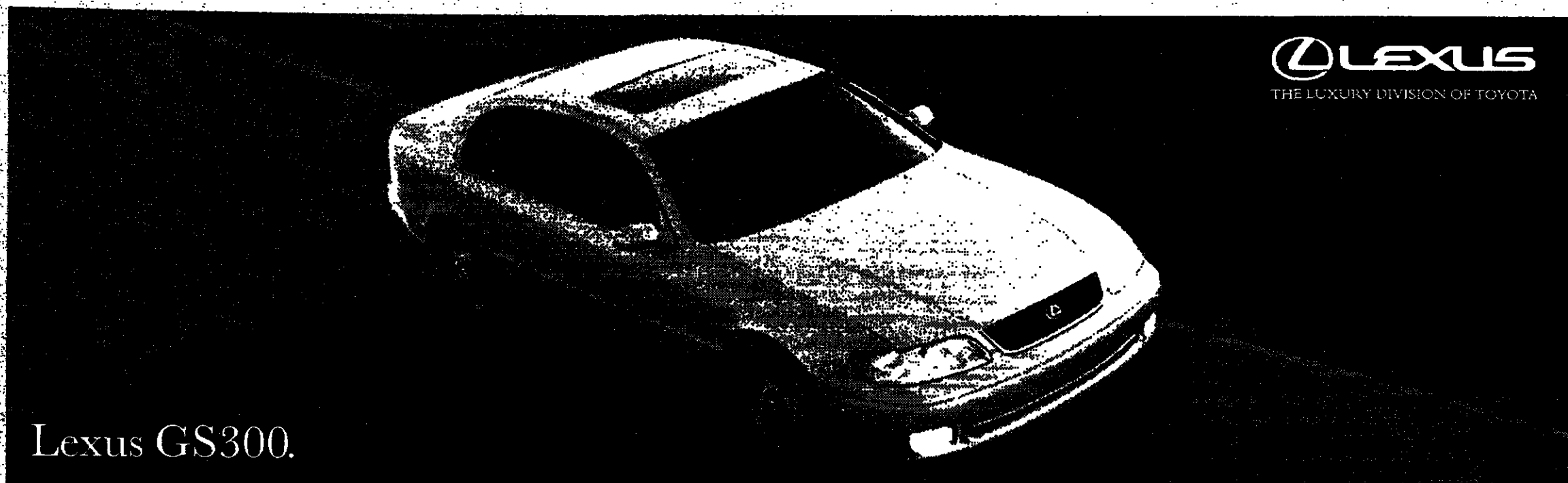
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## THE PROPERTY MARKET

A month-watering cocktail of commercial property valuations - yields exceeding 9 per cent and capital values some 40 per cent below their 1989 peak - should have prompted institutional investors to snap up property at bargain prices 12 months ago.

But the cocktail proved unappealing. It was to be another year before institutional buyers would rediscover their taste for commercial property.

What went wrong? Most UK institutional investors believe that commercial property values still lag the main business cycle. This time differential, they add, can be beneficial to the industry: it gives institutions plenty of time to react after the economy has turned.

Institutions' willingness to watch the economy turn before making their own investment decisions is intimately linked to their rationale for buying property in the first place. Property provides a future stream of rental income, which is at least partially inflation-linked, via upward-only rent reviews.

Commercial property is therefore perceived by institutions as an attractive home for the funds of those investors which have inflation-linked liabilities such as pension funds.

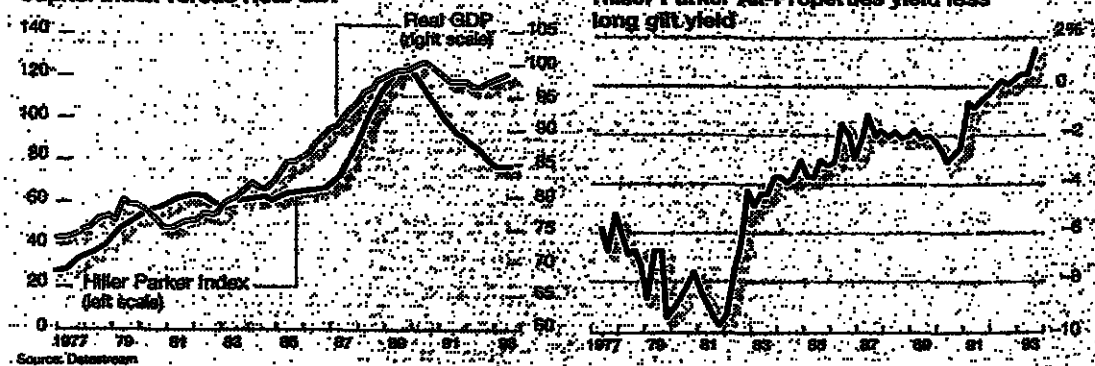
Since inflation typically lags the business cycle by up to two years and is believed to drive property values, the commercial property market has come to be characterised as "late cycle" - one that lags the main business cycle.

The notion that commercial property lags the main business cycle is wrong, argues David Shaw

## Leaders and laggards

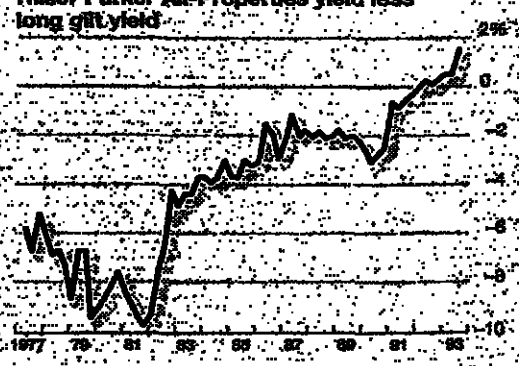
## Commercial property and the economy

## Capital Index versus Real GDP



Source: Department of the Environment

## Hillier Parker All Properties yield less long gill yield



Source: Hillier Parker

## The conventional wisdom of 'late cycle' does not stand up to scrutiny

Nevertheless, there is a negative side to commercial property investment - buildings are not a very liquid asset, unlike equities and bonds. This dilemma poses a problem for any fund manager who needs to make significant and rapid changes in a fund's property weightings in accordance with the swings in a business cycle.

Despite this drawback, most fund managers remain comfortable with property as an asset. Fund managers believe they have ample time after spotting the turn in a business cycle in which to make strategic changes in their property weightings.

But they are wrong. The conventional wisdom of 'late cycle' does not stand up to scrutiny.

The evidence from a comparison of the behaviour of commercial property values and real gross domestic product shows that over the period covering the last three UK business cycles (1970-92) changes in commercial property values and real GDP have invariably coincided.

The property investor should, on this evidence, be treating the markets as an "early cycle" play - assessing his position and making investment decisions ahead of the general business cycle. Ignoring this "early cycle" factor would doom him to chasing prices up while a seller would be resigned to pursuing falling values.

As chart one shows, in a comparison of the absolute level of com-

mercial property prices and real GDP, commercial property prices in the last cycle peaked in the fourth quarter of 1989 - two quarters before the peak in GDP.

Similar time-lags have been identified in the UK economy, which bottomed out in the second quarter of 1991. The difficulty for investors on both occasions was that their recognition of a turn in the economy would have lagged by two quarters - the extra time was needed by investors to assimilate and respond to final official figures on the economy as a whole.

Given that on average it takes a further six months to conclude a property transaction the investor would only have been in a position

to amend his investment portfolio in the middle of this year - some 18 months into the economy's tentative recovery.

Such time-lags provoke uncertainty and impede investments. What investors need, above all, is a reliable early warning signal that business activity and commercial property prices are on the turn.

The preferred early warning indicator is interest rates, which provide a reliable and sufficiently long lead indicator of business activity, primarily for three reasons:

● First, changes in interest rates will affect the real economy by altering individual consumption levels and the willingness of companies to invest. With a 12-18 month

lag, tenant demand for commercial property begins to respond to changes in aggregate expenditure in the economy.

● Second, a large number of property transactions are financed by bank borrowings and are therefore sensitive to interest-rate changes. The volume of property transactions may be even more sensitive to the willingness of banks to make extra loans to the sector, given the extent of their bad property loans following the boom and bust of the late 1980s. The availability and cost of finance will have a greater impact over the short term than changes in rent levels (which are made every three to five years).

● Third, holding financial assets incurs an opportunity cost - the interest forgone on cash deposits. When interest rates for deposits fall they enhance the relative attractiveness of yields on all other financial assets, including property. The same is true of long-term interest rates on, for example, government bonds.

On this basis it should have been possible to spot a "sell signal" well in advance of the peak in property prices in mid-1989. This peak had been preceded by UK short-term interest rates reaching their low point 18 months earlier. An institutional investor acting at this low point in interest rates would have had a year in which to find buyers - allowing for the six months it commonly takes to conclude a property transaction.

When should investors have spotted the buy signal? A declining trend in UK short-term interest rates only became apparent in the first quarter of 1991, when rates were 14 per cent, accelerating in the third quarter of 1992 when sterling left the exchange rate mechanism.

Given the normal time-lags, economic recovery could have been expected to begin in the first quarter of 1992, which it did. In principle a property market recovery should have been discernible by September 1992.

Yet by this summer there had not been a significant rise in property prices. However, the market average indicated by the Hillier Parker

Capital Index masks a big rise in property prices in the significant retail segment of the commercial property market in the six months to June. Some properties with strong creditworthiness and long leases have already seen increases in value in excess of 10 per cent.

In the present cycle, not only has the buying signal been given by an earlier decline in short-term interest rates, but it has been reinforced by the accompanying fall in long-term rates. The consequence is that for the first time in a generation property yields stand at a premium over long gill yields.

This suggests that investors are, in effect, valuing commercial property on the premise that future rental increases offer no protection against inflation. But worse than that, it actually implies negative rental growth over the lifetime of property assets.

This is unduly pessimistic. Inflation still exists, albeit at a historically low level. It is therefore a factor which must be accounted for when valuing property assets. A full valuation of commercial property should reflect the importance of this hedge against inflation, which is provided by upwards-only rent review clauses included in most commercial property leases.

On this basis we expect property to resume trading on lower yields than bonds. We shall remain buyers for some time to come.

The author is director, bonds and investment strategy, Legal & General Investment Management

## The market should have spotted a 'sell signal' ahead of the property peak

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A copy of the statement setting out the particulars of the proposed transfer is available for inspection at Continental's office at Continental House, 77 Gracechurch Street, London EC3V 0DL during normal business hours on any day (other than a Saturday or Sunday or public holiday) prior to 31st November 1993.

Written representations concerning the transfer may be sent to the Secretary of State for Trade and Industry, Insurance Division, 10-18 Victoria Street, London SW1H 0HW before 31st December 1993. The Secretary of State will not determine the application until after considering any representations made to him before that date.

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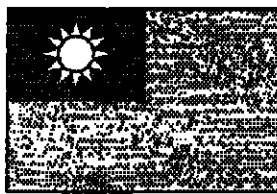
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# TAIWAN

Friday October 8 1993



The economy: growth rate slips below target.....Page 11

Taiwan has much to gain from developing an economically rational relationship with the Chinese mainland. Closer contacts must be properly managed and conducted in tandem with further liberalisation on Taiwan, reports Simon Holberton

## An island in search of its identity

TAIWAN is an island in search of its identity. In the process of rediscovering its past and trying to define what makes itself special, Taiwan faces the future full of uncertainty.

In one sense this is nothing new for the people of Taiwan. They have lived with the threat of invasion from communist China ever since the creation of the People's Republic in 1949, four years after the Kuomintang (KMT, Nationalist) government took control of the island from a defeated Japan.

But what makes the uncertainty of today different is the confusion within government, business, and society more generally about where the nation's future lies and what Taiwan's proper role in the world should be. Taiwan has come to a crossroads and is unsure which way to go.

Taiwan's search for identity - the result of the political liberalisation which has occurred over the past 10 years - has produced a flowering in letters and the arts. Modern Taiwanese painters are blending western technique with an oriental sensibility to produce work of great originality. The Taiwanese are also delving deeper into their recent past - no longer

off-limits for academic and popular research - and the culture of the indigenous people who have lived on the island since well before permanent Chinese settlement.

This awakening in Taiwan has thrown more starkly into relief the divisions within Taiwanese society about the way forward. That future used to be fairly simple: as part of a united China, some day. But no longer: the island's cultural development and its rapid democratisation have produced among the people a reaction against reunification with the mainland, and active pockets of pro-separatists for independence who dream of a Republic of Taiwan.

Perhaps the soul searching presently under way is the inevitable consequence of an authoritarian government releasing the constraints on participation in public life and lifting the prohibitions on private expression. But unlike much of Latin America or South Africa, which went through a similar process of political and social change in the 1980s, Taiwan is not a parish state ready for international rehabilitation. It is recognised by a diminishing number of states in the inter-

national community. Less than 100 miles to the west of the island lie 1.2bn Chinese people ruled by a government which wants what it regards as its territory back.

If the indecision within the Taiwanese mind were confined to Taipei's chattering classes then it would be of little consequence, but it is not. The government is deeply divided over policy towards the mainland. Many of its own current and former supporters believe that the KMT government's real agenda is not reunification - as it proclaims - but independence. The latest piece of evidence is Taiwan's abortive attempt last month to have its status reconsidered by the United Nations General Assembly.

Businessmen - many of whom value the new-found freedoms that democratisation has brought - are convinced that closer economic ties with the Chinese mainland are not only inevitable, but desirable if Taiwan is to prosper. The government's prohibition of direct trade and communications links with the mainland - the absence of which cost Taiwanese business dearly and enriches Hong Kong greatly - cannot, however, go on indefinitely.

In mid-1997, Hong Kong reverts to Chinese sovereignty and what was once an indirect trade route with the mainland becomes a direct one. In spite of itself, the government soon will have to face up to reality. The communist posed by the

mainland - especially its recent opening to the outside world and the urgency with which the government on Taiwan has to deal with it - was summed up, but not faced, by a paper published this July by Taiwan's Council for Economic Planning and Development (CEPD).

The high degree of complementarity in economic conditions on the two sides of the Taiwan Straits, as well as special factors such as geographical proximity, blood affinity, and cultural background, have resulted in a rapid increase in economic and trade contacts between Taiwan and mainland China," it noted.

"In the long-term, the further integration of the two economies is a trend that

would be difficult to stop. The important question for Taiwan, therefore, is how to face up to the situation across the Taiwan Straits, grasp the initiative, strive for mutually beneficial development and secure Taiwan's position of economic leadership."

Fine sentiments, but unfortunately few solutions. The CEPD, which is part of Taiwan's cabinet, did not depart from the government's mainland policy. All it could do was urge a relaxation of some restrictions, such as those which apply to imports of semi-manufactures from the mainland, not a fundamental reappraisal of the policy.

This is the fatal flaw in the CEPD's economic revitalisation programme, a plan which aims

to increase the economy's competitiveness through deregulation and opening it further to international economic forces to create on Taiwan an Asia-Pacific regional operations zone.

In outline, the plan attempts to cure the problems inherited from the explosive growth of the 1980s in asset prices by bearing down on rising labour and land costs. Looking forward, it seeks to raise the economy's level of technological sophistication, free access to international capital markets, and develop sea and air communications so that Taiwan can become a regional hub for trade.

But realising the government's hope of remaking Taiwan anew may prove to be

the most difficult feat to pull off for the island's hitherto impressively successful planners. Without direct access to mainland China the willingness of international business to locate on Taiwan would appear limited.

"What the government cannot bring itself to do is take a pragmatic approach and find a more effective way to deal with the situation," says one local businessman, articulating the prevailing view. "I do not agree that greater contacts will lead to dependency. Taiwan's businessmen are not stupid; none want to be dependent on China. In any event, the investment on the mainland cannot be stopped. It is like water; you cannot stop it flowing, so you'd better direct it."

"The question is how to prolong the process as long as we can so as to ensure that when unification comes it is not a problem for us."

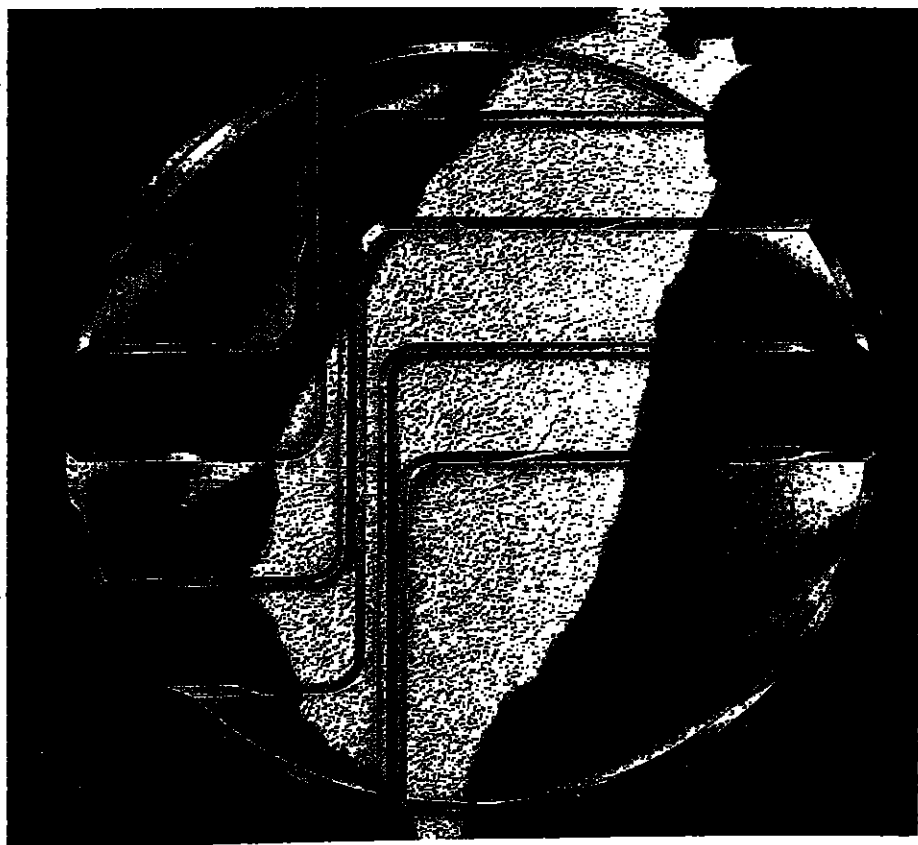
Taiwan has much to gain by developing an economically rational relationship with the mainland. But it has much to lose as well. The struggle for political rights, to which the KMT-led government was forced to respond in the mid-1980s, was hard won. Taiwan, along with South Korea, is giving the lie to the assertion that Asians cannot govern themselves through free institutions but have to be ruled by an iron and unforgiving hand, lest they run amok.

Multi-party democracy - still rough around the edges - is taking root on Taiwan, giving voice to popular demands for a cleaner environment and better social services and welfare. Given Beijing's attitude toward Hong Kong's democratic aspirations, Taiwan has much to fear from a closer embrace with the Chinese communists.

But of the many things which distinguish Taiwan from Hong Kong three stand out. Taiwan is able to feed itself; it is able to govern itself; and it has an independent military deterrent. Closer contact with the mainland, if properly managed, and conducted in tandem with further liberalisation on Taiwan, ought not to be a difficult trick to pull off. All it needs is the political will.



Taipei: the soul searching may be the inevitable consequence of an authoritarian government releasing constraints on participation in public life and lifting prohibitions on private expression



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## TAIWAN II

## THE ECONOMY

## Growth rate slips below target

NOT many countries would be dissatisfied with real output growth of 6 per cent a year and inflation below 4 per cent. Add to that a government deficit and official debt which account for just 1.6 per cent and 8 per cent of the economy respectively and most European finance ministers would be lining up to receive the William Gladstone prize for fiscal rectitude.

Not so in Taiwan. A sluggish world economy has caused the island's growth rate to slip below the government's target of a 7 per cent annual expansion for most of this decade. The economy's under-performance, relative to expectations, has meant the deferral of an ambitious plan to rebuild and extend Taiwan's industrial and social infrastructure. The government now puts Taiwan's long-term potential growth at 6.5 per cent.

Private economic forecasters have also revised downwards their predictions for the economy's short-term economic outlook. In July, Baring Securities, a British brokerage, expected growth in excess of 7 per cent next year. Now it is looking for 6.5 per cent in 1994 and has deferred until 1995 its hope for even faster expansion.

Mr Peter Kurz, head of Bar-

ing in Taipei, says: "Taiwan is an investment, supply-side-led economy. We expect 6 per cent growth this year and see it picking up to 6.5 per cent in 1994. If exports also pick up - and a lot depends on the US economy and China - then we could be looking for 7 per cent in 1995."

Growth in company profits, he says, tends to be sluggish, below 7 per cent growth in gross national product (GNP).

#### Taiwan's economic development has been one of the great success stories

Taiwan's favoured measure of output which includes net income earned abroad. "Above that, corporate earnings rise by 20 per cent to 30 per cent," he says.

Taiwan's economic development has been one of the great success stories of the post-Second World War era. The island's economic planners have pulled off a rare feat in economic management: rapid growth in output, full employment and price stability.

From 1964 to 1991 the island chalked up a growth in real GNP of 8.6 per cent a year,

while consumer prices inflated by just 1.8 per cent a year. The average unemployment rate during the same period was 2.1 per cent.

This performance is made all the more remarkable given that Taiwan, along with the rest of the capitalist world economy, participated fully in the asset price inflation of the 1980s.

Mr Lee Kao Chao, director of economic research department, Council for Economic Planning and Development, says: "The result of our economic success has been sweet but the problems created by the trade surplus have been more bitter. The trade surplus of the 1980s created excess monetary growth and an asset bubble. The stock market index rose from 650 in 1985 to 12,650 by 1990. Land prices rose by four times. The bubble has now burst, but we have been left with high land prices and high wage levels. The 'money game' has produced a poor climate for investment."

Official figures underline the impact that the "money game" has had on Taiwan's manufacturing sector. Since 1988 average earnings in manufacturing have nearly doubled. Employment in manufacturing peaked at 2.8m workers in 1989 since

when more than 300,000 jobs have been shed. Yet the story of manufacturing on Taiwan is not all gloomy.

Productivity has grown nearly 60 per cent between 1986 and the end of last year, keeping the rise in manufacturers' unit labour costs to 26 per cent over the seven-year period. In some industries, notably electronics, productivity has risen by more than 80 per cent, while the rise in unit costs has been negligible: just 13 per cent.

"Taiwan is an economy of small companies," says Mr Kurz. "If you are dedicated to making one product then you make sure you are the most competitive you are the most competitive."

The government can do little directly to affect wages but where it can have an impact is in land prices. Since the summer it has announced plans to sell state-owned land at reduced prices for existing and new entrant manufacturers, especially those engaged in high technology.

Industry has made great inroads, especially in footwear and food.

The government is particularly concerned that investment on the mainland will lead to a shortage of capital for investment on Taiwan. Another concern is that whole-sale migration of industry will lead to a "hollowing out" of the manufacturing base on Taiwan and a compensatory increase in the island's dependency on

#### Taiwan's trade surplus is sustained by its trade, via Hong Kong, with the mainland

the mainland economy. Elements of dependency have already become a reality - Taiwan's trade surplus is sustained by its trade, via Hong Kong, with the mainland - but Taiwan is a long way from being hollowed out, or from being totally reliant on the mainland for its economic well being.

A lot of "investment" has been speculative property investment. It has been estimated that more than \$5m has been pumped into China's property market, mainly in Shanghai, Beijing and Guang-

zhou (Canton). With the tightening of economic policy in China since the summer, many believe that these investors may get their fingers burnt.

The tightening in monetary policy in China and a corresponding easing of monetary policy on Taiwan is expected to give a fillip to private investment on the island. After a recovery in growth last year, private investment is expected to rise by nearly 13 per cent this year and about 10 per cent in 1994.

In the meantime the government has taken a fresh sight and is trying to chart a course for the Taiwanese economy which envisages becoming "Asia-Pacific regional operations zone". The government has promised NT\$3bn of tax credits for NT\$1m to encourage investment - and earmarked a further NT\$200m in state support for the island's high technology industries.

Overhauling this strategy, however, is Taiwan's troubled relations with the mainland. Until both arrive at a modus vivendi it is debatable whether this latest chapter in Taiwan's economic development can be as successfully realised as past policies were.

Simon Holberton



## FOREIGN RELATIONS

## China issue is most divisive

RELATIONS between Taiwan and the Chinese mainland were, until recently, relatively straightforward. Both sides laid claim to the other's territory and both were locked in a theological debate about who were the rightful rulers of "all China". Taiwan's rapid industrialisation, as well as China's economic reform, have, however, significantly complicated the issues. Cold War-era antipathies are being submerged by today's booming - although officially indirect - trade across the Taiwan Straits with mainland China.

At the same time, Taiwan, with its new-found wealth and democratic liberties is anxious to achieve western recognition and play a fuller role in the world community. Yet movement on this front is largely dependent upon China's status in relation to Taiwan.

The simplicity of the past has been replaced by hand wringing and confusion in Taiwan about how to deal with the "China question". No longer uncommunicative, Taipei and Beijing are committed to promoting greater understanding between their peoples. Yet critical questions remain. Taiwan is asking itself at what price contacts with mainland China should proceed, and what the ultimate result of increasing contacts will be.

Relations between Taiwan and the mainland have become the most divisive issue in Taiwanese society and politics, leading to the recent fracturing of the ruling Kuomintang (KMT) party and weakening business support for the government.

To fully understand what is happening in Taiwan, one needs an acute sense of the difference between appearance and reality, of words and deeds. The current KMT leadership under the guidance of President Lee Teng-hui says it wants a reunited China. But its every action suggests that what it really seeks is an independent Taiwan, in part to placate the increasingly powerful DPP opposition party. This was best exemplified last month by Taiwan's abortive attempt to seek membership of

the United Nations, from which it was ejected in 1971, when the communist government of the mainland replaced it as the representative of China. Re-entry into the UN represents Taiwan's ambition to achieve broad international recognition of its sovereignty.

In the event, China voiced strong objections, saying that admitting Taiwan to the UN would set an "abominable precedent" and would interfere in China's internal affairs. The steering committee of the UN General Assembly declined to put Taiwan on its agenda, dismissing the issue without even voting.

Taiwan's was backed by a handful of Central American nations with strong economic ties: Belize, Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua. These, together with several African nations, constitute the rump of the international community which still affords Taiwan full diplomatic recognition.

Most western countries have only de facto relations with Taiwan, stationing officials in Taipei at quasi embassies called trade offices and limiting official diplomatic contacts.

The US and Europe (with the exception of the Vatican) recognise Beijing as the sole legal government of China, including Taiwan. Western democracies are keen to take full advantage of the huge potential for trade and investment that China's economic reforms have created. Rather than risk conflict with China, the US, which is Taiwan's greatest supporter in the developed world, has warned the Taipei government that its attempt to penetrate the UN and its system of multilateral agencies is ill judged.

"It would be unwise [of Taiwan] to confront the Clinton administration with a choice between Beijing and Taipei," said Professor Ralph

Clough of Johns Hopkins University at a recent conference. "Taiwan's long-term interests will be better served and US support more easily maintained by continuing the existing policy of pursuing economic and other interaction with mainland China, while at the same time seeking an

#### Taiwan's relations with China are now being shaped by economic trends

improved position in the international community. Nevertheless, Taiwan is not giving up. "We are fully aware that it would be extremely difficult for us to achieve our goal to join the UN," said President Lee Teng-hui, "but we will... continue to work hard for our cause."

Echoing the sentiment, Mr I-Jen Chou, a senior opposition DPP official, says: "We do not think we can join the UN easily. Maybe we will need 10 or 20 years of effort. We quite understand we have a long

battle to fight, but we want to take the first steps."

The government's decision to push for UN membership and alleged foot dragging on closer commercial contacts with the mainland is cited as one of the reasons for this summer's split in the ruling KMT. A number of leading members left to form the China New Party.

Mr Chao Shau Kang, leader of the New Party, believes that the government is wasting precious time in delaying more substantive talks with Beijing. "We have the advantage now; if we wait another three years then our advantage will be less and we will lose our bargaining chip," he says.

His view finds widespread support among business people who believe the government is powerless to stop economic integration across the Taiwan Straits. Trade between the two is growing rapidly. China is now Taiwan's fastest growing export market - exports were 20 per cent up in the first eight months of this year compared with a year

ago - and the second-largest market in terms of size. It is forecast to be worth more than \$50n this year.

Where trade flows so, too, does investment. There are no reliable figures on the actual amount of Taiwanese investment which has flowed to the mainland since restrictions were relaxed, but the Mainland Affairs Council thinks it could be as much as \$20bn.

The intensity of interest in China is underlined by recent mainland figures putting Taiwanese investment in Shanghai at more than \$1bn in the first eight months of the year, more than the entire stock of Taiwanese investment in the previous eight years.

It is further underlined by Taiwan's retailers organising for a big push into mainland retailing. Well-known stores such as 7-Eleven and less well known ones such as Wua Shin Steak House, will soon be trading in especially designated "Taiwan shopping streets" in Beijing and Shanghai.

Mr Jack Huang, managing partner of the US law firm Jones, Day, Reavis & Pogue,

says: "The government should lift restrictions on investment. They were a nice idea - a nice try - but it is clear today that China can get investment from anywhere in the world. Our investment is not that critical; our technology is not more advanced than what China can get from elsewhere. The fact is that Taiwan business has a greater need to go into China than China needs the business."

Like many business people who value the political liberalisation of the past five years, he thinks the challenge facing the government is how to prolong the process of inevitable integration to ensure that when unification comes, it poses no threat to Taiwan's newly won liberties. Others fear that Taiwan's economy will become increasingly linked to that of the mainland, intensifying its dependency upon the Chinese market and giving Beijing unacceptable power over Taiwan.

Clearly, Taiwan's relations with China, and therefore the rest of the world, are now being shaped by economic trends rather than the territorial disputes of the past. It is not clear that Taiwan knows quite what to do about it.

Simon Holberton and Louise Kehoe

| KEY FACTS                        |                          |       |
|----------------------------------|--------------------------|-------|
| Area                             | 36,000 sq km             |       |
| Population                       | 20.6 million             |       |
| President                        | Lee Teng-hui             |       |
| Currency                         | New Taiwan dollar (NT\$) |       |
| Average exchange rate            | 1991 \$1=26.55 NT\$      |       |
|                                  | 1992 \$1=24.93 NT\$      |       |
| ECONOMY                          |                          |       |
|                                  | 1991                     | 1992  |
| Total GDP (\$bn)                 | 175.4                    | 206.8 |
| Real GDP growth (%)              | 7.2                      | 6.6   |
| Components of GDP (%)            |                          |       |
| Private consumption              | 54.3                     | 55.8  |
| Government consumption           | 17.9                     | 17.5  |
| Exports                          | 48.5                     | 44.5  |
| Imports                          | 43.4                     | 42.0  |
| Annual average % growth in:      |                          |       |
| Consumer prices (%)              | 3.6                      | 4.5   |
| Ind. production (%)              | 7.3                      | 3.6   |
| At year end:                     |                          |       |
| Unemployment rate (%)            | 1.4                      | 1.3   |
| Official foreign reserves (\$bn) | 82.4                     | 82.3  |
| 3 month interbank rate (%)       | 6.97                     | 7.38  |
| Stock market at year end:        |                          |       |
| Market capitalisation (\$bn)     | 78.8                     | 64.7  |
| Growth in share prices (%)       | -7.4                     | -18.0 |
| Trade:                           |                          |       |
| Current account balance (\$bn)   | 12.0                     | 8.2   |
| Exports (\$bn)                   | 76.2                     | 81.5  |
| Imports (\$bn)                   | 62.9                     | 72.0  |
| Trade balance (\$bn)             | 13.3                     | 9.5   |
| Manufacturing trade:             |                          |       |
| Exports (\$bn)                   | 70.5                     | 73.0  |
| Imports (\$bn)                   | 46.6                     | 52.9  |

(1) From IFC Emerging Markets Database.  
(2) Annual % increase IFC local currency price index.  
Sources: Datastream, IFC.

## DOMESTIC POLITICS

## KMT supremacy challenged

spokesman: "We are concerned but not worried. Take a look at what has happened to ruling parties in other countries. Conservatives in the UK had a hard time - the same in the US and Japan. This is an era of diversity and dynamism; people will change."

"I think we are doing well."

#### The KMT remains very powerful and is likely to do so for some time to come

But we can't expect always to get 70 per cent and 80 per cent of the vote in elections when we are going through a process of democratisation. Some day we may be the opposition party; we know that is a price we may have to pay. That is not a failure of democratisation but the success of it."

Universally known as "the party", the KMT remains very powerful and is likely to do so for some time to come. It supplies Taiwan's president, prime minister and head of the judiciary. Moreover, more than 90 per cent of Taiwan's civil servants are party members.

It is also very rich. Companies controlled by the KMT's Central Investment Corp had at the end of February assets valued at NT\$963.9bn (\$37bn), making it Taiwan's largest business group. One of its important financial and political assets is its ownership of television. It is seeking to expand that control into cable TV when the government approves the establishment of a cable network.

In spite of this appearance of control, the KMT is facing pressures from many directions. Internally it is riven by faction and is showing signs of fracturing. Moreover, the Democratic Progressive Party, which advocates "Taiwan independence" and is its main

external threat, has been skilful in exploiting these divisions to score a number of parliamentary victories, notably the passage of a law requiring politicians and senior government officials to reveal their personal wealth.

Although the ruling party's financial strength is a huge asset, it has become a political liability. Voters in Taiwan, especially among the educated middle classes in the cities, are tired of "money politics" (corruption). They are also questioning the efficacy of a political party playing such a powerful role in industry and commerce and the potential conflicts of interest this poses.

In last December's elections for the Legislative Yuan, Taiwan's law-making body, a group of concerned citizens formed a lobby called the Clean Election Campaign. Its purpose was to monitor vote-buying by politicians of all parties. The support the campaign received underlined the extent

#### The New Party promotes a curious blend of populism and conservatism

of voter dissatisfaction with corruption in Taiwanese politics. Mr Jack Huang, managing partner of the US law firm Jones, Day, Reavis & Pogue and a leading member of the campaign, says: "Initially we did not invest a lot of hope in the success of the campaign, but to our surprise we received 700,000 letters from voters who said they would not sell their votes."

Next month the KMT will face a further test of its popularity and unity when elections for 21 county mayors and magistrates are held across the island. The party currently controls 13 of these positions,

but it is widely expected that it will fare less well this time around, possibly losing the simple majority it currently enjoys.

Its rival, which controls seven localities, expects to win 11 or 12 of the local government positions. Winning a majority of the positions has become make-or-break for Mr Hsu Shu-Kang, chairperson of the DPP. He has said he will resign party leadership if the party does not win more than half the seats.

The DPP sees these local elections as a chance to cut its rival off from its grassroots support through its own access to the patronage power in Taiwan. Mr I-Jen Chou, deputy secretary general of the DPP, says: "We think we can win the coming elections and if so then I think we can, through the mayors, build our power and weaken the special interests of the KMT."

At a national level, defections from the KMT to the China New Party - formed after the KMT's 14th party congress in August by a faction disaffected with the China policy - have seriously affected its ability to govern. "Ours is a large party," says the KMT's Mr Chou. "We do have a caucus in the legislature but it has become more and more difficult for us to hold them in line. We hope the situation will improve."

Because of the split, the KMT's strength in the 168-seat legislature has been cut from 103 to around 95 as former party members have left. Its strength there is likely to be eroded by further defections to the New Party.

This party, led by Mr Chao Shau Kang, a former environment minister and senior KMT member, promotes a curious blend of populism and conservatism. On one hand, it has taken up the battle for clean

islatore to change it from a forum which screens the executive's proposed laws to one which can originate legislation.

This reform would allow for a separation of the executive from the legislature, raising the possibility of an opposition-controlled legislature and a KMT executive. The reform will also pave the way for the direct election of the president in May 1996.

As Taiwan moves towards the greater use of the ballot box in determining political power, so it moves closer to independence. That may prove too much to stomach for China's Communist rulers who have never renounced the use of force to reunify the nation.

Simon Holberton

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THE ENVIRONMENT

Big clean-up effort is under way

TAIWAN is paying the price for failing, until recently, to address environmental problems during its rush to industrialisation. "We started late," admits Lung-Sheng Chang, head of Taiwan's Environmental Protection Administration. Evidence of unregulated pollution is all too apparent on the streets of Taipei. Rubbish collects on pavements and in back alleys. On a hot and humid evening, the smell of sewage is pervasive in the older parts of the city and the air is yellowed by a seemingly permanent pall of smog. A big clean up effort is under way, amid mounting public pressure. Last year Taiwan's spent more than \$22bn on environmental protection, with

similar spending expected to continue for the next five to six years. "We have come to realise that economic development is not, in itself, our goal. Our aim is to raise the quality of life of our people," says Mr Chang. "Unless we clean up air, water and solid waste pollution, then growth in the gross national product or per capita income becomes meaningless." Last year a constitutional amendment revised the public's spending priorities to rank environmental protection and ecological conservation along with economic development. Yet the problems created by Taiwan's rapid economic growth are immense. Rising

incomes have enabled millions of Taiwanese to buy cars and motorcycles. With a population of just over 20m, Taiwan boasts 4m motor vehicles and 10m motorcycles. In the past 12 months, 600,000 new cars and almost 1m new motorcycles crammed on to the already heavily congested city streets. High levels of vehicle emissions are accentuated by bumper-to-bumper traffic jams. "We have double digit growth in motor vehicles per year, but less than a one per cent increase in parking spaces and road area," says Mr Chang. To combat air pollution, Taiwan has adopted the tightest emission regulations for motorcycles in the world, and is matching California's existing standards for car emissions.

More than half of petrol consumed is now lead-free and the EPA has a target of phasing out leaded petrol by 1999. Initial results are encouraging. Last year the number of days when air quality in Taipei remained within acceptable standards increased by 5 per cent to more than 88 per cent. Lead content in the air was reduced by 90 per cent last year.

Consideration is also being given to "pollution taxes" on petrol. "Our gas prices are very low," says Mr Chang. "We are encouraging our people to use the gasoline." Yet proposals for an increased tax on petrol are controversial because of fears that it could fuel inflation and have a negative impact on the economy. Enforcing anti-pollution measures is difficult, especially when they conflict with business interests, Mr Chang says.

Industrial development plans, for example, are now subject to strict environmental impact reviews, severely restricting waste disposal and emissions. But business executives complain that environmental rules are too harsh, increase costs and place them at a competitive disadvantage in world markets. Water pollution is another serious problem in Taiwan. Less than 8 per cent of the population has sewage processing services. Even in Taipei, only 18 per cent of sewage is fully treated. The rest is funneled into river beds, creating

a health hazard. The problem has become particularly acute over recent months because Taiwan is suffering a drought. Heavy rainfall during the typhoon season normally flushes the river beds, carrying waste out to sea. Construction of a metropolitan sewage treatment plant costing NT\$1bn has begun, but is not expected to be completed for another two years. Government plans call for a huge expenditure of NT\$100bn on sewage treatment systems throughout the island over the next seven years. Yet local government agencies, which are required to raise half the cost of treatment plants for their districts - mostly through higher local taxes, have been less than enthusiastic. Local politicians put higher priority on more visible public works, such as the construction of roads and bridges, Mr Chang explains.



Growing problem: high levels of vehicle emissions are accentuated by bumper-to-bumper traffic jams in Taipei

issue of widespread concern. "The people are demanding that we clean up the streets," says Mr Chang. The Taiwanese government plans to build 22 large scale "resource recovery" waste incinerators at a cost of NT\$100bn that will process more than 80 per cent of household waste and produce electric power in the process. One incinerator in Taipei is already operating and contracts for the construction of six more will be put out to public tender by the end of the year. Taiwan is also buying many

garbage collection and street cleaning trucks. "We are making quite a lot of progress and we believe that within five years our solid waste problem will be solved," says Mr Chang. Education is another important element of Taiwan's environmental efforts. A schools programme has been so successful that children have become the "Red Guards" of the environment, Mr Chang says. Recycling is on the rise, with Taiwan leading the world in the recycling of waste paper. "We have a long tradition of

valuing and re-using paper," Mr Chang explains. Fifty five per cent of waste paper was recycled in Taiwan last year. Although the primary thrust of Taiwan's environmental policies is to address its domestic problems, the republic is also keen to play a role in international environmental efforts by encouraging neighbouring developing Asian countries to recognise the importance of environmental protection before they encounter the problems faced by Taiwan.

Louise Kehoe

AEROSPACE INDUSTRY

An eye on world aircraft markets

TAIWAN'S aerospace industry has reached a watershed in its development. Within two or three years, it should become clear whether or not it will be able to extend its engineering expertise into world markets for passenger aircraft. Taiwan is an established components supplier to big western civil aircraft manufacturers. It is also able to produce its own military jet fighters. Now the government is seeking to marry the two and create an industry that manufactures whole aircraft for domestic and foreign civilian markets. The most important talks now under way are with the UK's British Aerospace and Dassault of France.

BAA wants to improve its profitability: the RJ series of regional jet passenger aircraft, which would be built partly in Taiwan, lose money for the

risk Beijing's wrath by allowing the sale of General Dynamics F-16 and Dassault Mirage 2000 fighters to Taiwan. Taiwan's air force promptly halved its order for the IDF to 150 aircraft, leaving 200 or more local aerospace manufacturers and the design and manufacturing arm of the defence ministry with spare capacity. This spare capacity has added impetus to the drive to find foreign partners for aerospace manufacturing. To that end, the government this summer announced the progressive privatisation of the country's military aircraft manufacturing operations, which builds the IDF, at Taichung on the island's west coast.

The first stage, scheduled for next summer, is the creation of an autonomous but state-owned company. It could lead to complete privatisation within five years, say government officials. The move to privatise the Taichung operations follows the establishment by the government of Taiwan Aerospace Corporation (TAC) in October 1991.

This company, with a minority state shareholding, has the aim of becoming "a major Asian aerospace company by the year 2000".

It intends to accomplish this through partnerships, and it was TAC that led the Taiwan side in plans to establish the Avro joint venture with BAE. Yet two years after its birth, TAC is still finding the aerospace industry a tough one to enter.

Although it has plenty of cash and some engineering expertise, Taiwan still lacks several essential skills specific to the civil aircraft business: integrating components, designing interiors, marketing and leasing.

And the providers of the cash, Taiwanese investors, are discovering that aircraft manufacture is a high-risk business in which they may not see a return on an investment for a decade or more. Taiwan's banking community has been among the most wary of TAC's backers in assessing whether prospective deals should go ahead.

They were partly behind the failure last year to launch a \$2bn joint venture with McDonnell Douglas to design and build a new large passenger jet. Government officials blame that failure on the com-

pany's inexperience in aerospace: TAC was only a few months old and its financial backers were daunted by the prospect of investing huge sums in an aircraft whose design did not yet exist.

McDonnell-Douglas may yet come back to Taiwan for another deal. Unofficial reports from Taiwan suggest that the government is having talks with the company over the possibility of establishing a joint venture to develop helicopter technologies.

And the fear of being seen as a country that cannot do joint venture deals with foreign partners is certainly contributing to the survival of the BAE talks.

So it is a measure of Taiwan's determination to establish itself in aerospace that it is prepared to enter into talks simultaneously with several large foreign companies in the field. If the drive fails to spark rapid growth in aerospace as a consequence, it will not be for lack of trying.

Daniel Green

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## TAIWAN IV

## INDUSTRY

## Important role in PC revolution

TAKE the lid off a personal computer and the chances are very high that the main circuit board inside will have been manufactured in Taiwan.

The island now boasts a 70 per cent share of the world market for PC "motherboards" and is the largest producer of the latest "notebook PCs", prompting some to rename it the "Republic of Computers". Information technology is now the cornerstone of Taiwan's economy, reflecting a rapid shift away from its traditional labour-intensive industries towards advanced technology including semiconductor chips, computers and computer peripherals. Last year, with sales of \$3.7bn, electronics products became Taiwan's biggest export.

The personal computer is at the core of Taiwan's emergence as a world player in information technology. Last year Taiwan's exports of PC hardware reached \$6.6bn, according to Dataquest, the market research group, which predicts an 11.7 per cent increase to \$7.4bn this year. PC circuit boards alone accounted for \$980m in exports last year, while exports of computer monitors (displays) totalled \$2.3bn. Taiwan is also the top producer of the com-

puter "mouse" - the device used to move a cursor around a computer screen - with an 80 per cent share of the world market, according to government statistics.

Yet Taiwan's role in the PC revolution has gone largely unnoticed outside the computer industry. With the exception of Acer, Taiwan's largest PC producer, most of the computers made in Taiwan are sold under the names of foreign companies such as IBM or Apple Computer.

"Taiwan is the arms dealer to the warlords of the PC industry," says Mr Robert Lo, manager of the Taiwan operations of Intel, the leading US semiconductor manufacturer.

But why Taiwan? Ironically, IBM, whose original personal computer design gave birth to an industry of "PC clones", played a central role in the creation of the island's PC industry.

IBM established a procurement office in Taiwan in the

1980s, when the island's economy was based on low-cost, labour-intensive manufacturing. Tatung, now one of Taiwan's largest PC manufacturers, was an early partner of IBM, manufacturing parts for its mainframe computers.

Following the introduction of the IBM PC, in 1981, IBM chose

**The Taiwan government has continued to play an important behind-the-scenes role**

TECO, a leading Taiwanese television manufacturer, to mass produce personal computer monitors. Other Taiwan companies followed TECO into the monitor market, sparking an export boom and fuelling Taiwanese interest in the PC business.

In the same period, the Taiwanese government was actively encouraging the establishment of high technology enterprises through its Indus-

trial Technology Research Institute (ITRI). Seizing the opportunity created by the standards-based IBM PC, ITRI designed one of the first "clones" of IBM's PC XT, thus providing a fillip to Taiwan's fledgling PC industry.

Over the past 10 years the Taiwan government has continued to play an important behind-the-scenes role in the island's computer industry, representing Taiwan manufacturers in their negotiations with foreign companies, undertaking research and development efforts, and providing training and market research assistance.

Taiwan's semiconductor industry, which supplies components to its PC and PC board manufacturers, provides another example of the blend of government-sponsored initiatives and private-sector ingenuity.

Its foundations were laid in the early 1970s by K T Li, then the minister of finance and widely known as the "father"

of Taiwan's information industry. A frequent visitor to the US and Japan, Li established a government-funded semiconductor development project in Taiwan under the auspices of the newly formed ITRI.

"Without ITRI's early involvement, Taiwan's semiconductor industry would probably not exist today," says Morris Chang, ITRI chairman, who credits K T Li with recognising the critical role that semiconductor technology could play in Taiwan's industrial development.

In the late 1970s, the ITRI semiconductor research and development project was expanded to incorporate a pilot production line which was spun off in 1980 to form United Microelectronics, Taiwan's first - and still largest - semiconductor company. This move

was critical, Mr Chang believes, because it demonstrated the commercial feasibility of semiconductor production in Taiwan, encouraging private sector investment. Six

years later, another semiconductor producer, Taiwan Semiconductor Manufacturing Company, was spun out of ITRI to provide production facilities for the island's burgeoning chip design industry.

A third ITRI semiconductor spin-off is under consideration as the institute nears completion.

**Chinese American engineers are attracted by the opportunities in Taiwan's industry**

tion of a five-year advanced "submicron" semiconductor technology development project which included the construction of an ultra-clean wafer fabrication laboratory with state-of-the-art semiconductor production technology.

In addition to these official "spin-offs", former ITRI engineers have populated numerous other chip design and manufacturing companies in Taiwan formed with funding

from the private sector, several of them formed by Taiwanese entrepreneurs who returned to their homeland after working in California's Silicon Valley.

Typical of these is Min Wu, president of Macronix, one of Taiwan's most promising semiconductor companies. Mr Wu returned to Taiwan four years ago after over 20 years in the US, where he studied at Stanford University and then worked in Silicon Valley. He brought 40 other Taiwanese engineers back with him from the US to form the core management and engineering team at Macronix.

This "reverse brain drain" is fuelling the growth of Taiwan's electronics industry, says Mr Chang. Chinese American engineers are attracted by the opportunities in Taiwan's burgeoning industry, in contrast to the slow economic growth in the US over the past few years, he notes.

About two thirds of the 400 PhDs working at ITRI have returned from the US. And the

people with working experience in the US has also increased dramatically.

The abundance of well-qualified engineers is one of Taiwan's key advantages in the high technology industry, says D C Chien, general manager of IBM Taiwan. "Even though Korea has a population 30 times that of Taiwan, we have far more engineers."

He also praises the adaptability and responsiveness of Taiwan's relatively small enterprises. "When IBM wants something made on short notice, they deliver," IBM, for example, turned to Taiwanese manufacturers for its recently introduced low-cost Ambra PC product line.

For all of its strengths, however, the Taiwanese electronics industry remains heavily dependent upon foreign technology and is subject to the vagaries of foreign markets. As factories are increasingly shifting their operations offshore, to China and Malaysia.

The biggest challenge, says Morris Chang of ITRI, is to upgrade Taiwan's own technology base. Until that happens, the Taiwanese information industry will not be the master of its own destiny.

Louise Kehoe

## COMPANY PROFILE: ACER GROUP

## Chasing the Chinese dragon

THE Acer Group, Taiwan's largest computer company, is pursuing the "Chinese dragon dream", aiming to establish itself as the first Chinese company to become a world leader in the computer market. It is an ambitious goal, but already the company is among the top 10 in the personal computer field.

Acer's progress has made Mr Stan Shih, its founder, chairman and chief executive, a hero in Taiwan. As one of the island's most influential business leaders, he is now playing a central role in efforts to shift the island's industrial base from low-cost manufacturing to more advanced product development and marketing, or from "the bargain basement to the luxury goods department" as they say in Taiwan.

"In Taiwan, we must establish our own technology development and international marketing capabilities if we are to remain competitive," says Mr Shih.

The Taiwanese electronics industry has become the island's biggest source of exports largely as a result of

its ability to provide low-cost, high-volume, sub-contract manufacturing services to US, Japanese and European personal computer companies. Yet its future is clouded by rising costs that are undermining Taiwan's competitive advantages in world markets.

As Taiwan's newly industrialised economy begins to

**The government is spending about \$450m a year on research and development**

mature, the need for large-scale investment in technology development and international marketing is becoming critical, Shih maintains. "In the long run there is no other way for Taiwanese manufacturers to compete with China or south-

east Asia where costs are much lower," he says.

His message has not been lost on the Taiwanese government which is spending about \$450m a year on research and development programmes, much of it aimed at the information processing industry. Manufacturers also get tax credits for investments in R&D, training, automation or international brand name promotion. Yet many in the business community remain sceptical.

The typical Taiwanese high tech business spends only 1.3 per cent of revenues on research and development, and another 1.2 per cent on marketing, Mr Shih estimates. "That is why they can offer low prices."

Acer's R&D spending runs at about 5 per cent of revenues, with an additional outlay of more than 5 per cent on mar-

keting. Even this is well below many of its foreign competitors.

While there is a broad consensus that Taiwan needs to become less dependent upon foreign technology, the need for marketing efforts is less widely accepted.

Spending money on international advertising and promotion is a relatively new concept in Taiwan where many manufacturers products end up bearing the brand name of a western company. Acer is one of very few Taiwanese companies to have established its own name in world markets. Others include Pro Kennex, the tennis racket maker and Giant bicycle.

Four years ago, Mr Shih became the founding chairman of a business group aimed at boosting the marketing skills of Taiwan's industries. The

Brand International Promotion Association (BIPA) has attracted about 100 members who can participate in training programs in marketing, public relations, advertising, corporate identity and image building.

BIPA, initially hailed for its forward-looking efforts, came under fire two years ago when several of its member companies fell into bankruptcy and Acer itself recorded losses.

"The general public blamed spending on brand promotion for the financial problems, but they were unrelated," Mr Shih recalls. Brand promotion is considered too risky, and it takes too long to see a return on the investments, he explains.

"It takes perhaps two years to see returns from manufacturing. Technology development may take three to four years and require 10 times as much effort. Image building takes one hundred times the effort. It takes a very long time."

Yet from Mr Shih's point of view, establishing Acer's brand name is a matter of necessity. "Without your brand name, without a good image, your business is unstable because you are totally dependent upon the performance of the companies that you supply." A mix of brand name and sub-contract business is ideal, he says, because one offsets the risks of the other.

Acer has also moved faster than other Taiwan companies to establish a presence in international markets. The group now has operations in more than 70 countries, many of which operate as semi-autonomous business units. Some are partly owned by local employees.

Acer's approach to "globalisation" reflects Taiwan's small-business culture. "The textbooks are all from a US or Japanese point of view, but we



Acer chief Stan Shih: his company's progress has made him a hero

have to do it our own way," says Mr Shih.

"The Chinese are individualists, but they are not so good at teamwork," he explains. "A Chinese manager can lead perhaps 1,000 people; in the US it might be 5,000; and in Japan maybe 10,000. That is our nature."

Three years ago, Acer decentralised its management to create independent business units and began spinning off ownership of subsidiaries to employees and local investors. The group's Taiwan manufacturing operations were split into two affiliate companies, while its most profitable sales unit, serving Latin America and Asia-Pacific, also became independent earlier this year.

In international markets, Acer has formed partnerships with its distributors, transforming them into local assembly operations by shipping sub-assemblies from Taiwan and purchasing other components locally.

The goal, says Mr Shih, is to create a consortium of "real" borderless global companies with a local-touch global brand

name. While prizing entrepreneurial independence, Mr Shih, unlike many of his western counterparts, welcomes government involvement in Taiwan's high-tech industry.

"We need a national strategy," he says, "to set a direction for the private sector." The government should also create the right infrastructure

**Computer companies are allowed to establish assembly operations on the mainland**

for the high-tech industry to flourish, he believes.

"The government is like a parent, motivating its children to study hard, and rewarding them for their efforts."

In many regards the Taiwan government has served the industry well, Mr Shih believes. But "the most difficult government strategy we lack is on Taiwan-China relations."

There is a growing conflict in Taiwan between business and government over rising

Taiwanese investments in mainland China. "The Ministry of Economics really understands that China is a great opportunity for Taiwan's business, but because of political issues this strategy cannot be realised," says Mr Shih.

Current government regulations prohibit the transfer of Taiwan's most advanced technologies to mainland China. Taiwan's computer companies are allowed to establish assembly operations on the mainland, but are required to prove that their investments in Taiwan outstrip those on the mainland. However, the regulations are widely ignored, even government officials acknowledge.

As one of Taiwan's most visible companies, Acer is moving slowly to establish itself on the mainland. The group has committed itself to open a keyboard and computer monitor manufacturing operation in China by the end of next year and has begun building up a network of service and distribution offices.

Some of Acer's US competitors are steaming ahead. Over recent weeks both Compaq Computer and AST Research have announced joint ventures in China.

Ironically, despite their proximity to mainland China, Taiwan's computer makers may be at a disadvantage in exploiting the potential of this emerging market.

"Today, the requirement for us to invest in China is not so critical. But it may be critical next year or in two years," says Mr Shih. He is optimistic that the Taiwan government will recognise the problem and ease its China-investment regulations in the near future.

Mr Shih compares Acer's efforts to achieve its "Chinese dragon dream" to the ancient game of "Go". It will take patience, endurance and strategic planning if Acer is to win market share, or territory, away from its competitors. That Taiwanese are hardly new to this game. The computer market is merely a new playing field.

Louise Kehoe

## A basic guide for visitors

VISAS for visitors from most countries are fairly easy to obtain from Taiwan's official or, more likely, unofficial missions.

Names for the unofficial offices can vary, but are usually economic and cultural offices containing the catchwords "Republic of China" or "Taipei".

For example, in London, Taiwan's representative is at the "Taipei Representative Office in the UK". A useful source is the China External Trade and Development Council (Cetra) Tel: 886-2-725-5200; Fax: 757-6653.

Cetra has offices in most of the leading trading nations, often together with Taipei's unofficial representation, or separately under the moniker "Far East Trade Service".

Companies more interested in investment projects can also contact the offices of the Ministry of Economic Affairs, often known as the "Economic Division" of the Taipei representative office.

Directory: If possible, travellers should purchase upon or before arrival the *Directory of Taiwan*, which offers a thorough and indispensable collection of important offices, companies and services for NT\$400 (\$17.50) if purchased in Taiwan. It can also be ordered at higher prices (including postage) from The China News (one of the island's two English-language dailies) at 11F, 110 Yenping S. Road,

Taipei, Taiwan. Tel: 886-2-388-7931 or Fax: 381-5987. Getting to Taiwan now presents fewer problems for European travellers with the growing number of direct air connections between European capitals and Taipei.

In 1993, Taipei entered into reciprocal air traffic right pacts with the UK, Germany and France. EVA Airlines now has a direct service, via Bangkok, between Taipei and London and will soon start a service to Paris. China Airlines (CAL) in September initiated Taipei-Bangkok-Amsterdam-Frankfurt service.

Subsidiaries of British Airways and Air France also now operate flights to Taipei. Where to stay should be determined by the visitor's centre of activity.

Lobbyists should consider hotels close to Taipei's key centres of political influence. The Taipei Hilton or the Lai Lai Sheraton are both a short walk from the Executive Yuan (or cabinet) and the Legislative Yuan, and near to other key agencies such as the Ministry of Economic Affairs, the Central Bank of China, the Ministry of Finance and the Ministry of the Interior.

The main disadvantage of their locations on Chung Hsiao West and East Road, respectively, is that a main line of the Taipei mass transit system is now being built under this six-lane avenue.

Executives rushing from the Hilton or Lai Lai to business appointments in eastern Taipei will learn first-hand why most residents complain daily about the "black age" in city transport.

A compromise choice for those whose schedules are weighted with both politics and corporate appointments are a number of hotels on Chung Shan North Road, including the Formosa Regent, the Fortuna, the Ambassador, Royal and the President.

Transportation from these hotels to the political zone is quick, and many local and foreign companies have offices on Chung Shan N. Road, along the city's main north-south corridor. These north-side hotels are also close to the city's traditional night-life zones.

Businessmen whose agenda is dominated by corporate appointments should choose a hotel on the east side, where most key companies and business organisations now have their headquarters.

Among the superior hotels in this region are the Ritz, Howard Plaza, Sherwood, Asia-Holiday Inn, Magnolia and the Holiday Inn. Businessmen whose main purpose is to participate in trade shows, international conferences or make trade contacts should consider the Hyatt near the World Trade Center on the extreme east of the city.

Most local hotels offer tour packages for businessmen or their families who have time to take in some of the island's sights.

Outside Taipei: Visitors should not think that the rest of the island resembles Taipei. Taiwan's coast and mountain regions have a number of attractive scenic locations, including Alishan (Mount Ali) and Taroko Gorge.

Time off: The most notable of Taiwan's museums is the National Palace Museum, which contains many art treasures removed by the Nationalists when they fled to Taiwan in 1949-49 (Tel: 886-2-881-2021; Fax: 882-1440).

Taipei now boasts several fine venues, including the National Concert Hall and the National Theatre in central Taipei's Chiang Kai-shek Memorial Park.

Visitors interested in local handicrafts may consider a visit to the Taiwan Handicraft Promotion Centre on 1 Hsu Chou Rd, Taipei (Tel: 02-321-7233).

The best part of a visit to Taiwan is the food. Visitors are strongly advised to get out of their hotels and explore. Various Chinese regional cuisines can be enjoyed - and may be ordered by simply pointing at menus by those lacking Chinese linguistic skills.

An ideal place to try Taiwanese food is "Green Leaf" (Ching Yeh) on Chung Shan North Road. An alternative is a later competitor, "New Leaf" (Shin Yeh), which has several locations in Taipei.

Dennis Engbarth

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# Work without strain

National Back Pain Week starts in Britain on Monday. Carol Cooper reports



**Watch your back.**

FOR some people, every week is back pain week. Although estimates vary, back pain is responsible for more than 50m certified sick days a year in the UK, and a sizeable loss of output by anyone's reckoning. Since some 80 per cent of people in the west suffer back pain at some time, symptoms could be considered part of the human condition, but they are not unavoidable.

Most of those afflicted have low back pain, because the greatest mechanical stress is at the base, but pain can occur anywhere in the spine and may radiate down a leg or arm. Symptoms usually resolve with a little rest along with painkillers and perhaps local heat to ease muscle spasms.

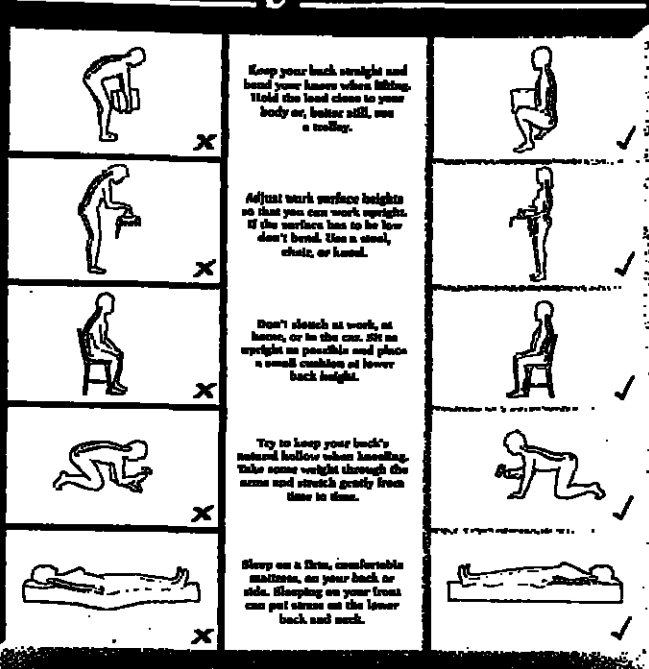
The spine is a complex piece of machinery originally designed for creatures that walked on all fours. Tumours and other diseases do occur, but the most common cause of back pain is mechanical strain, which is where some problems could be avoided.

Many accidents reported to the Health and Safety Executive arise from manual handling of loads, but pain results from repetitive trauma as well as one-off injuries.

The HSE publishes guidelines on the weight of loads that should be carried. These are by no means absolute, for many factors – including workplace routine and individual fitness – affect the risk of injury. Under the Manual Handling Operations Regulations 1992, assessment of risk rests on the employer.

Employees should also reduce the need for heavy or awkward handling in order to lessen the dangers.

## Watch your back.



Some 80 per cent of people in the west suffer back pain at some time in their lives

There are several obvious ways to do this, from making the load lighter to giving employees better training. Almost everyone knows what a good lifting technique is, but few people – even those with backache – put it into practice.

Backache also comes to those who sit and work. Research shows that much more weight passes through the discs when sitting than when standing. Perhaps this is because the spine's gentle S-shape

is lost when seated. On car journeys, it is worth stopping regularly to get out for a stretch, however tight the schedule. If buying a car, it is a good idea to choose a model in which the height as well as the angle of the seat can be adjusted.

In the office, the height of chair and/or desk may need adjustment. Short breaks to stretch the back should be the order of the day.

Particular problems can arise with VDUs, of which there are close

to 10m in use in the UK. Mastering a PC should include attention to the physical aspects of sitting at a terminal for any length of time.

Following EC directive 90/270, new legislation came into force in the UK on 1 January. It applies to those using VDUs for a significant part of the day, and obliges employers to evaluate possible risks (both physical and mental) to take steps to reduce risks, and to provide staff with information and training.

Back problems are less likely if elbows are at right angles and the upper arm vertical when using the keyboard. Shorter people may benefit from footrests, and under the legislation anyone who asks must have one provided.

Chairs should tilt slightly forward, and the computer screen positioned straight ahead in the line of vision, with the aid of monitor arms or telephone directories. Unfortunately this may increase glare – and eye symptoms – from the screen. It is also impossible to arrange with laptops.

Again, breaks are needed before tiredness sets in – at least once an hour for a few minutes, or as long as it takes to remove one's eyes from the screen and do some stretching, at the desk if it is impractical to get up.

The Organisation of Chartered Physiotherapists can give advice to businesses on the ergonomics of office work (Tel: 0762 77462).

The HSE Information Centre is at Broad Lane, Sheffield S3 7HQ (Tel: 0142 892345; Fax: 0142 892333).

Chiropractors in the UK are offering free back-pain screenings and posture checks next week (Call Free-phone 0800 312613).

The author is a London general practitioner.

CHRISTOPHER LORENZ

# The best way to rear corporate babies



LIKE lumbering behemoths let loose among a litter of their newborn, large companies have a nasty habit of trampling their fledgling ventures to death. The surviving progeny then take as long as eight to 10 years to stand profitably on their own feet. Their parents would do far better to farm out the task of child-rearing to experts who are better at it: the venture capital community.

That just about sums up conventional wisdom on "corporate venturing": the spawning of internal ventures by established companies. After successive waves of fashion since the 1960s, it fell out of favour in the mid-1980s, as the well-publicised experiences of a few companies, including CBS and Shell, seemed to show once again that "intrapreneurship" was rarely worth the effort and pain involved.

But this conventional wisdom is wrong on almost every count, according to a controversial book from Harvard Business School Press by two entrepreneurship professors. Called "Corporate Venturing", it re-analyses many studies on the subject.

Most large companies are certainly slow and clumsy. But the professors claim that quite a number have demonstrated that a fair proportion of new ventures can become profitable within two or three years if they are managed properly, and that as many as half can do so within six years.

More surprising still, the book claims that a like-for-like comparison between the record of corporate venturing and external venture capitalists shows that the latter do no better than corporations: about one in 10 investments turns out to be a blockbuster, while two or three yield mediocre returns, and the rest fail.

All this will startle anyone who remembers the spate of 1980s reports about the abysmal experience of individual large companies with internal diversification.

One should certainly be wary: the two academics, Zenas Block of New York University and Ian MacMillan of Wharton, are

marshalled evangelists for corporate venturing. Moreover, assessment of ventures' success and failure, even from large-scale statistical studies, can never be crystal-clear: it is always coloured by certain assumptions.

Yet Block and MacMillan's conclusions are firm enough to rekindle the flames of corporate interest in venturing, now that the need for whole-scale revitalisation, rather than just restructuring, is being recognised by a growing number of companies (see last Monday's article on corporate creativity).

One researcher, above all, is to blame (or thank) for the poor reputation of corporate venturing over most of the past decade: Ralph Biggadike.

His seminal study, of 68 ventures started by 35 large US companies, was summarised in a

larger study a full decade later, which suggested that more than 40 per cent of US ventures – a remarkable rate – had become profitable after less than three years.

Leaving aside the question of whether all the early performers in that survey would have remained profitable – in Biggadike's study, more than half did not – Block is right when he complains that companies are too ready to believe that a statistical study can be an accurate predictor of what will happen if they take a particular course of action.

As he says, that ignores the unique character of every company and every venture. Such studies can provide only general guidance. What matters are the circumstances of each case, and how well management tailors its practical actions to suit them.

It is here that the Block-MacMillan book is at its strongest. For instance, it advises companies to avoid in most cases the popular – but dangerous – step of housing ventures in separate divisions from the mainstream business.

Instead, says the book, they should frequently be placed within existing divisions, but sheltered from normal planning and control systems; otherwise they will be strangled. They should be given high-level sponsorship, but must also manage political relationships and expectations.

In trying to make their culture more entrepreneurial and venture-friendly, say the academics, companies should not follow the popular but ineffective "cultural transplant" route: trying to imitate the innovative culture of creative giants such as 3M. Instead, they should develop their own unique brand of entrepreneurship by learning from their own past experience with innovation projects – failures as well as successes. A new venture is no less an experiment than one conducted in a scientific laboratory.

3M, Hewlett-Packard and a few other creative big companies have long shown that such careful self-education is vital for a giant which wants to avoid stifling its new ventures – and eventually consigning itself to oblivion.

One researcher, above all, is responsible for the poor reputation of corporate venturing: Ralph Biggadike

widely-read 1979 article on "the risky business of diversification". It concluded that individual new ventures needed, on average, eight years to reach profitability, and that it took an average of 10 to 12 years for a company's return on investment in its entire venturing activity to equal that of its mature businesses.

Block and MacMillan challenge Biggadike's reading of his own data, claiming that these "clearly show that nearly 50 per cent of ventures become profitable within four years".

This is far less clear than they claim, since the data are slightly ambiguous. My re-reading of Biggadike's original article suggests he was correct in citing a figure of 38 per cent. But this is still a respectable success rate, even if he also showed that cashflow took twice as long to go positive.

Block concedes that his book may overstate Biggadike's findings slightly, but he points to a

## Meet the business schools

The days when an MBA was the guaranteed passport to personal riches and an exciting new job disappeared with the recession. The world's most popular postgraduate business qualification is still widely admired, but, increasingly, employers want to know where it was granted.

With more than 90 business schools offering courses in the UK alone – on top of a highly visible dozen in continental Europe and a substantial low-visibility tail

of individuals planning for the academic year starting next October are overwhelmed by choice.

Given that the cost of a 12-month full-time course could be as much as £25,000 – to which must be added lost earnings – their decision is not likely to be a light one.

One way to survey the options is to look at one of the guides on the market. These include the Economist Intelligence Unit's *Which MBA?* (£21.90), *Which Business Qualification?* (Kogan

Page, £16.95), and the *Guide to Business Schools* published by Pitman publishing with the Association of MBAs (£16.99 including post and packing).

Another way is to attend AMBA's forthcoming Going To Business School reception at the Institute of Directors in London on Monday October 18.

The event, which lasts from 4.30pm to 8.30pm, will be attended by 24 of the top UK schools, eight continental European institutions,

and eight North American.

Approximately 800 would-be MBA students attended last year; the turnout this time should be an indicator of whether the historic pattern of growth – interrupted in 1992-93 – is likely to be resumed in 1994-95.

Entry is free but pre-registration is requested using the freephone number of National Westminster Bank, the sponsor: 0800 282700.

Tim Dickson

## PEOPLE

### Jacomb and Norrington retire from Barclays

The first effect of the arrival of Martin Taylor as chief executive of Barclays emerged yesterday when the bank disclosed that Sir Martin Jacomb, below left, one of its two deputy chairmen, and Humphrey Norrington, below right, one of its two vice chairmen, are retiring from its board.

The retirements are both linked to Taylor's arrival from January to take over the chief executive role from Andrew Buxton, the bank's chairman. The bank need no longer maintain such an intricate structure of responsibility on its board

counterbalance Buxton's dual roles. Jacomb, who is 63 and a member of several other boards, stayed on as deputy chairman for a year at Buxton's request, despite passing his retirement age of 62.

With Taylor's arrival Jacomb has taken the chance to leave Barclays, which he joined in July 1985, from the year end. A signal of intentions emerged this week when Jacomb was named as chairman designate of Delta, an electrical engineering company. He already chairs the British Council and Postal Investment Management. His most vital role at Barclays was as the first chairman of its BZW investment banking arm.

Norrington's early retirement at the age of 57 follows his handing over senior responsibility for the bank's risk management this year to Sir Peter Middleton, its remaining deputy chairman. He has kept a role in risk management, as well as overseeing personnel and property management.

The bank said that Norrington, who joined Barclays in 1960 and became a vice chairman in March 1991 after being executive director in charge of

overseas operations, had decided to retire from December 3.

Norrington's executive responsibilities will pass to Taylor; his departure will leave Alastair Robinson, head of its banking division, as sole vice chairman. Taylor will take responsibility for the group credit policy unit, which oversees the bank's lending.

The changes leave Sir Peter Middleton as chairman of the group credit policy committee; Taylor will join this committee.



### Bank of Ireland: Downes goes up

Margaret Downes has assumed the deputy governorship of the Bank of Ireland, Ireland's second largest clearing bank. She replaces Bernard Breen, who will continue on the court of directors until next year, when he retires.

Downes, 60, has sat on the bank's court (board) of directors since 1986 and is currently chairperson of Gallagher (Ireland). She holds a number of directorships, including the UK high street retailing firm Storehouse, and Ardagh, the Irish glass container manufacturer. She has also been a former president of the Institute of Chartered Accountants in Ireland, and a former president of the European Federation of Accounting Bodies.

The deputy governorship of the Bank of Ireland is a non-executive position. Under a review of court procedures in 1991 it was decided to reconsider the position annually.

Mr Ray McSharry, the former EC commissioner for agriculture, has been the latest addition to the court, having been appointed in March this year.

### London Securities eyes Hong Kong

London Global Securities, the securities lending firm set up in 1990, has tempted Hans Beckmann, 30, away from Deutsche Bank to head its new Hong-Kong based subsidiary, London Global Securities (Asia).

Beckmann was previously head of operations at Deutsche Bank Asset Management in Frankfurt. He will be supported in his new role by Katherine Pak, 31, formerly an operations manager with Morgan Stanley in Hong Kong.

London Global Securities employs 54 people worldwide and has offices in London and Greenwich, Connecticut. Its decision to set up in Hong Kong – just four years before the colony reverts to mainland China – was inspired by the

city's strategic status amid the region's emerging markets. "For every one who thinks 1997 is a problem, there are three who think it's an opportunity," said Mike Hiard, managing director of the London subsidiary and one of the firm's founders.

James Collins has been appointed md of SAUDI AMERICAN BANK; he moves from the New York office of Citibank.

Richard Day, formerly sales development director of Pickfords, is appointed sales and marketing director of BLACK HORSE RELOCATION.

David Smith and David Hobday have been appointed directors of HENRY COOKE Corporate Finance.

### Watkins takes flight from Chrysalis

Nicholas Watkins has resigned as a director of Chrysalis, the music and media group, to head a management buy-out of its multi-media and in-flight television interests.

Watkins joined Chrysalis from Rank in 1989 to help it refocus its business. He has succeeded to the point where he does not feel Chrysalis has a place for him any longer. His focus is now on the music business – which it re-entered last year – and on television broadcasting activities.

Watkins believes both sides of the business require managers with a creative background. "I'm more of a corporate suit," he says. Chrysalis will keep 15 per cent of the company Watkins is setting up to produce mate-

rial for multi-media and in-flight television companies. He is talking to another three or four potential investors.

John Kerridge, non-executive chairman of RANSONES, is resigning from the board. He is replaced by John Clement, currently a non-executive director and chairman of Anglo American Insurance. Clement is a former chairman and chief executive of Unigate and chairman of the Littlewoods Organisation.

The company's chief executive, Bob Dodsworth, has informed the board of his wish to retire in the near future. The company is seeking to recruit two further non-executive directors besides a new chief executive.

There is a limited amount of marketing opportunities available at the conference

## FINANCIAL TIMES CONFERENCES INTERNATIONAL PACKAGING AND THE ENVIRONMENT London - 18 & 19 OCTOBER, 1993

The Financial Times second conference on the international packaging industry will look at the implications of legislation and the opportunities and problems facing the industry and its customers. Co-operation in the packaging chain, whether recycling or incineration is the way forward will be examined, as well as the opportunities for new uses of resources.

Speakers include:

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Secretary of State for the Environment

**Mr Hans Alders**  
Ministry of Housing, Physical Planning & the Environment, The Netherlands

**Mr Thierry Marraud**  
St Gobain Group

**Mr Dermot F Smurfit**  
Jefferson Smurfit Group

**Mr Walter Brinkmann**  
Coca-Cola International

**Mr William Seddon-Brown**  
Waste Management International

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Lever Brothers Limited

**Mr Clemens Stroetmann**  
Federal Ministry for the Environment, Nature Conservation & Nuclear Safety, Germany

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EEC

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## INTERNATIONAL PACKAGING AND THE ENVIRONMENT

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## TECHNOLOGY

Electronic gadgetry can now track customer flows in and out of stores, says Della Bradshaw

## The science of shopping

For European retailers, the ability to attract customers and persuade them to buy is often regarded as an art. In the US, on the other hand, retailing is increasingly becoming a science.

What is the optimum ratio of sales staff to customers? How does pricing affect sales? Does a particular advertisement bring more people into the store?

These are topics which US retailers can now accurately measure, using the latest monitoring equipment combined with sophisticated point-of-sale tills.

"Intuitively, we believed that all these things affected our business, but we couldn't prove it," says Phil Johnson, executive vice-president of human resources at Macy's department store, and formerly with Saks Fifth Avenue.

At Saks, Johnson installed the ShopperTrak system from Datacube to count the number of shoppers entering and leaving the store.

At its simplest level, the system was used to calculate peak traffic flows and, combined with information from the point of sale (Pos) equipment, peak "conversion" rates - how many customers were persuaded to buy.

Simple as it sounds, such data were difficult to obtain using traditional manual counting methods - such as employees using "clickers" to count customers as they entered the store.

"It is one of the simplest

things in retailing - knowing how many people come into a store. But we've not had that information," says Johnson. "Eyeball" measuring, he believes, can be wrong by a factor of two or three.

"If you're running an ad, then it can produce very different traffic flows, so data collected on a different day may no longer be accurate," Johnson explains. "The lesson is that traffic is so hard to observe. But we talk about it daily."

ShopperTrak can give customer numbers every hour or for periods as short as 15 minutes. "You can evaluate what you really get from a promotion," concludes Johnson.

The ability to garner such information lay behind the decision of Pier 1 Imports, the furnishing and household goods chain, to install ShopperTrak when the US retail industry went into recession in

spring 1990. "Primarily, we wanted to measure the effect of advertising," says Jim Tener, senior vice-president of operations.

The company soon realised it needed different information and that ShopperTrak could help provide it. "Preliminary results indicated alarming evidence that, in addition to advertising, we needed to focus on more fundamental issues dealing with store operations, namely improving our emphasis on customer service and selling to the customer."

The system helps the store managers decide on strategic issues such as price reductions, how best to display items or whether demonstrating the use of utensils increases sales.

The effectiveness of these is calculated by measuring a base line and then assessing how that changes if a new factor is introduced. For Pier 1, this included changing the ratio of staff to customers and altering the times when staff cleaned or

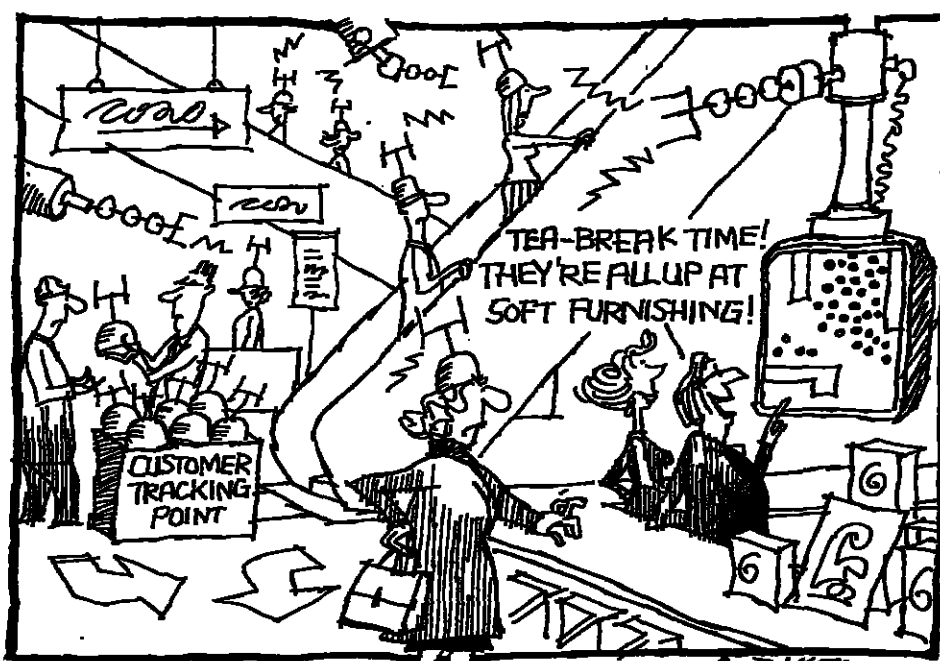
stacked shelves.

In one store in Toms River, New Jersey, the company experimented with changing the staff-to-customer ratios from a high salesperson presence of 5:1 to a low of 1:1. It decided the optimum ratio was 7:1 - above that conversion rates did not increase.

The company also wanted to evaluate how effective staff training was in increasing the conversion rate, explains Tener. Although the concept of sales training was devised by the managers themselves, ShopperTrak enabled the company to measure the effects of the training.

Using such techniques at the Toms River test site, Pier 1 managed to increase the conversion rate from 24.6 - just under one-quarter of shoppers made a purchase - to 28.1 per cent, which equated to a 14.2 per cent increase in turnover.

"The exciting thing to me is that we know exactly why it went up," Tener points out.



"We can measure cause and effect," Pier 1 plans to do more testing in its stores. Eighty of them already have the system installed and by the end of February 1994, between 150 and 160 of Pier 1's 615 stores will have ShopperTrak.

The financial payback is easy for Tener to calculate, as each of the stores, with an average area of 9,000 square feet, has a single entrance. With the systems costing \$4,000 (£2,600) a time, Tener believes each system will pay for itself in less than a year.

At Macy's, the calculations are not so simple. It would be too expensive for the store to install equipment round every entrance to individual departments, and so conversion rates can only be measured through the store, not on a department-by-department basis.

At Selfridges in London, however, one tracking system has been installed over an escalator, which could result in a floor-by-floor count. In one discount store in the US, says Chris Carey, president of Datacube, systems have been

installed to enable the shop managers to count customers as they enter each aisle.

Nevertheless, Johnson saw positive results at Saks even when treating each store as a discrete unit. "Sales had a positive change simply by telling staff what the conversion rate was, how to improve it, and how it was improving. We got a 2 to 3 per cent change in conversion rate for nothing."

Tener also noticed changes in attitude at Pier 1. "Our people developed a competitive environment. One shift tried to

outdo another.

Johnson believes that in the future such systems could lead to changes in the way staff and stores are assessed. "Right now we measure everything on sales," he reports. But high-selling stores may have low conversion rates. The data from ShopperTrak should enable managers to analyse which stores need to produce higher conversion rates and which need to work on attracting more customers into the store.

Carey believes the equipment can bring further advances such as an appraisal system of managers' performance. To do that, the accuracy of the system is critical, says Johnson. "You're trying to get the people in the store to think in a completely different way, and you can only do that if they have confidence in the data."

The Datacube system uses vertical infra-red beams on a bar attached to the ceiling. Unlike horizontal beams, they are out of the reach of children, who often take pleasure in waving their arms in front of the beams to notch up the numbers.

Because the infra-red beam bounces back once it is broken by the person entering, the system can calculate the height of the object and eliminate from its count anything or anyone under four feet tall - children, prams or shopping trolleys.

ShopperTrak's software can calculate the number of "buying units" entering the store - a family, say - rather than just individuals. And it can combine its data with that from IBM Pos systems to calculate conversion rates.

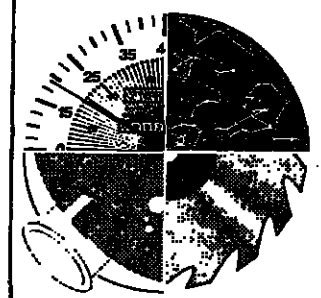
The latest software from Datacube has been designed for do-it-yourself stores or supermarkets and enables floor managers to predict when they will need to open another check-out lane.

The calculation is based on the number of customers entering and the average time it takes them to complete their shopping. The system is already in use in the US and is on trial at one UK supermarket.

In Europe, Carey sees the differing shopping habits as a challenge. In the UK, for example, conversion rates are much lower than in the US - in the high teens rather than the mid-20s, says Carey. But so is the ratio of staff to customers.

While Pier 1 calculated that 7:1 was the optimum ratio in its stores, in the UK there are 30 or even 40 customers on average for just one shop assistant. "In the US, somewhere along the line customers have demanded service," says Carey. "In the UK it's not even started."

### Worth Watching · Della Bradshaw



#### Multimedia on the move

Two Japanese notebook PC manufacturers, Panasonic and Toshiba, have launched portable "multimedia" machines, which combine text, graphics, sound and video in a notebook.

The Toshiba T6600C, based on an Intel 486 DX2 processor, has a 10-inch, 256-colour thin film transistor display supported by a graphics accelerator card. The T6600C comes with the Microsoft Sound System. It will retail for £5,899.

The Panasonic CF-V21P notebook has a tuner video pack, which allows TV stations to be displayed on screen. VCR or camcorder output can also be replayed.

The CF-V21P has been designed to offer a choice of models based on four different processors, which can then be upgraded or parts added. Panasonic: Japan, 6 908 1121; UK, 0344 853915. Toshiba: Japan, 3 443 7171; UK, 0932 841600.

#### Green PCs turn the power off

Over the past six months several personal computer manufacturers have launched "green PCs" that use less electricity, writes Louise Kehoe. None, except IBM, has addressed the fundamental issue of encouraging PC users to switch off their machines when not in use.

"Rapid Resume", a feature incorporated in IBM's new line of PS/1 computers, overcomes the drawback of switching off. When the new PS/1 is turned off, the system automatically remembers what the user was doing. When turned on again, the machine returns to the exact spot, eliminating the need to re-open Windows applications and find working documents. And if the user forgets to turn off, Rapid Resume will do it when the system has not been used for a pre-selected period. IBM: US, 914 945 3884; UK, 0705 321212.

#### Light composites take the strain

Composite materials are renowned for being stronger and lighter than steel, but

have traditionally been more expensive.

Cambridge Consultants has now found a way of mass-producing composite structures with all the strength, but at a lower cost. The result could be tough but lightweight car bumpers, train seats, manhole inspection covers and even sports racquets.

Composites, which derive their strength from the lengths of glass or carbon fibre embedded in the resin, are widely used in the defence and aerospace industries. But they could only be mass-produced if the fibres were cut, reducing their strength.

Cambridge Consultants has developed machinery which adapts conventional spinning procedures to weave the fibres continuously in three dimensions. Special resins have also been developed. Cambridge Consultants: UK, 0223 420024.

#### Satellite antenna in the briefcase

The high-tech antennae used in Israel's most sophisticated smart bombs has now been converted for civilian use, stuffed into the lid of a briefcase.

The antenna forms part of the Bipact portable satellite communications system, which can be used to send phone, fax or data messages via Inmarsat satellites. The system incorporates a notebook PC, hard disc, printer and communications software.

Although several other satellite transmitters and receivers are already available, their antennae usually have to be carefully aligned with the satellite - within 1° - for messages to be sent and received. Rafael, of Haifa, manufacturers of Bipact, say the flat antenna gives a wider tolerance, making the equipment easier to use. Rafael: Israel, 4 795435.

#### Carrier bag that's very square

A revolution in carrier bags which involves cutting four holes in the plastic receptacle may sound unlikely. But the Saklok carrier, distributed by WBC Packaging of Tonbridge, Kent, believes it is exactly what is needed for carrying home a take-away pizza. Because the corners of the square box sit securely in the holes of the Saklok carrier, the pizza arrives home as it leaves the shop. The bag can also be used for carrying cake boxes or trays of garden plants. WBC: UK, 0732 810611.



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# Marlowe's Dido, Queen of Carthage

**Steiner Theatre, NW1 until  
October 23. (071) 723 440**

**Sponsored by Esso UK plc, at the National Gallery until December 12, admission free.**

Although the Wilton Diptych has the inevitability of a dream, its two halves make for a distinctly odd couple. On the barren earth of the left wing kneels Richard II of England, identified as such by his personal emblems of the white hart on his breast and the cornucopods, or pods of the cornucopia plant - the *planta genista* from which the Plantagenets took their name - laced around his neck. The three figures standing behind him - Edmund, king and martyr, Edward the Confessor and

The narrative link between the two is provided by the white banner emblazoned by the red cross of Christ's Resurrection which is also the banner of St George. Its pinnacle is a silvered orb and that too alludes to England. Recent cleaning has revealed that it contains a minute representation of a green island, a white tower with two turrets, and a boat in full sail. It is hard not to read it as "this sceptred isle... and precious stone set in the silver sea" of John of Gaunt's speech in Shakespeare's *Richard II*.

This is no standard image of a donor being presented to the Virgin by his patrons. Rather, it appears a carefully orchestrated expression of Richard's notion of the divine nature of

**Detail from the front right panel of the newly cleaned Wilton Diptych, the subject of the National Gallery's 'Making and Meaning' exhibition**

## Niels Bjorn Larsen at 80 storms the stage as Coppélius

For his 80th birthday performance - and it is certainly not a farewell: he has much to do, and much still to

The production is wise, and heart-warming. (The celebrated sequence when Swanilda tests him by the rattle of seeds in an ear of corn, is replete with feeling.) Henriette Muus and Lloyd Riggings were the lovers on Tuesday night – sprightly and sweetly sincere in feeling. But, of course, we were there to see Niels Bjørn Larsen, and he was tremendous. The characterisation treads, and treads with what finesse, a narrow path between eccentric comedy (the old chap – Coppélius, that is! – is forgetful, and given to antic bursts of activity) and wild dreams of magic. At every



**Marvellous as ever: Niels**  
 moment Larsen speaks to us. His playing is a marvel of timing, each gesture phrased and placed with subtlety and understanding, each moment bright with a psychic energy as lively as his still astonishing physical resource. He tells us the truth, both comic and, at



**Bjorn Larsen and Henriette**

the last, tragic, about Coppelius. It is rare theatrical art, and as with the motto over the proscenium of the King's Theatre - "Not for pleasure alone" - it has moral dignity because of the humanity that inspires the reading.

At the end of the evening



**Murus in 'Coppelia'**

there were cheers, flowers, presents, hats thrown in the air, embraces. We were saluting a superb performer who has embodied the ideals of his theatre throughout a illustrious career - and, most happily, continues to do so.

There is another claim that should be treated with scepticism. Stage One Theatre Company says that theirs is the first professional production of *The Tragedy of Dido, Queen of Carthage* for 400 years. That sounds a bit like the crime figures: not everything is recorded. There must have been some productions, somewhere.

Yet one can see why there may not have been very many. *Dido* was probably Marlowe's first play – no-one is quite sure of the date and there may have been some collaboration with Thomas Nashe. It was a drama, it is not the most gripping. It relies heavily on Virgil's *Aeneid* and has some excessively long speeches, though one of them is specifically commended by no less than the Prince of Denmark in Shakespeare's *Hamlet*. The quality of the verse is on the learning curve, but from a pretty low starting point. Take, for example, the speech of the blind seer, "Achates," "My mother that is fed; I know her by the movings of her feet."

One cannot say much for the ending either, when it is Aeneas who has fled and everyone else to speak of is dead on stage. Shakespeare would have left someone behind to tell the story.

Nevertheless, *Dido* has

cannot speak for other people. My daughter said that she preferred the first half because she never saw anything like it before. The second half merely reminded her of what a good play is *Antony and Cleopatra*. Up to a point she was right, yet without *Dido* Shakespeare may not have written *Antony* the way he did. There are some remarkable parallels between *Dido* and *Cleopatra's* femininity.

The experience is more educational than entrancing. I admit it even the best acting in the world could make much of the piece as a whole. As it is, Kevin Costello plays Aeneas with a touch of the ham, which is probably the best way of doing it. Julie Saunders' Dido gets better as tragedy approaches and with the maturing of the verse.

There is the definition of a pretensions programme not by Inga-Stina Ewbank, who is a professor of English at the University of Leeds. It ends: "The professional stage has fought shy of this play for nearly 400 years: it may not be coincidental that it no returns in the year when we have learned to speak of 'former Yugoslavia'."

Steiner Theatre, NW1 until  
October 23. (071) 723 444

**Steiner Theatre, NW1 until  
October 23. (071) 723 440**

# INTERNATIONAL ARTS GUIDE

The ever-enterprising Accademia di Belle Arti di Firenze is bringing to London an exhibition celebrating the patronage of Lorenzo de' Medici (1449-92), based on the series of Lorenzo exhibitions held in Florence last year. "Renaissance Florence: the age of Lorenzo de' Medici" opens next Thursday and runs till January 23. It is divided into five sections, devoted to the Medici, Lorenzo's influence on Florentine architecture, Florentine church art from Florentine workshops, and the Lorenzo sculpture garden at San Marco.

The flourishing of 15th century Florence owed much to Lorenzo and the patronage he extended. Only 20 when he assumed the leadership of his family on his father's death in 1469, Lorenzo was known as "the Magnificent" for his many accomplishments in the arts and his political acumen. It was this, together with his youth and knowledge

of philosophy, history and literature, which gave Florence the peace and stability which allowed the arts to blossom never before.

Included in the exhibition is *The Annunciation* by Jacopo Sellaio from the church of San Lucia de' Magnoli; Antonio Pollaiuolo's Archangel Michael fighting the Dragon from the Bardi Museum; and two paintings by Botticelli - *The Child with St John*, on loan from the Pitti Palace, and *The Madonna of the Sea*, loaned the Accademia Gallery. There will also be manuscripts, jewellers' fabrics, ceramics, rock crystal and medals. The Accademia is open daily at 24 Rutland Gate, London SW7. Tickets can be bought in advance from First 071-240 2700.

## ■ EXHIBITIONS GUIDE

**BARCELONA**  
Museu Picasso Picasso and  
Bulls: paintings, drawings,  
sculptures and ceramics on the  
theme of bull-fighting, showing  
its life-long importance in Pica  
imagination and inspiration. E  
Jan 9. Closed Mon (Carrer  
Montcada 15-19)  
**Fundació la Caixa Tàrrer**  
drawings and watercolours on  
the Tate Gallery. Ends Nov 7.  
Closed Mon (Centre Cultural,  
Passeig de Sant Joan)

**BOLOGNA**  
Museo Civico Archeologico  
Ludovico Carracci. Ends Dec 1

**BRUSSELS**  
Musée d'Ixelles From Giorgio

### Muscle activity

to Tiepolo. Ends Dec 12. Closed  
Mon (71 rue Jean Van Volsem,  
511 9084)  
**Palais des Beaux-Arts Jimmie  
Durham (b1940):** paintings and  
sculptures by the controversial  
American Indian artist. Ends Nov  
14. Closed Mon  
**CHICAGO**  
**Art Institute Max Ernst:** 180  
paintings, collages, prints, draw-  
ings and photomontages. Ends Nov 14.

**Daily**  
**LONDON**  
**Royal Academy of Arts** American Art in the 20th Century; the part from 1913 to 1970 is covered at the Royal Academy, and from 1970 to the present day at the Saatchi Gallery. Ends Dec 12. **Daily**  
**Whitechapel Art Gallery** Lucien Freud. Ends Nov 21. **Closed Mon**  
**British Museum** Drawings from Chatsworth. Ends Jan 9. **Daily**

**Hayward Gallery** Alphonse Mucha retrospective for 30 years of the Czech Art Nouveau artist, renowned for his fin-de-siècle posters in Paris. Ends Dec 12. **Daily**

**National Portrait Gallery** Thomas Eakins: 150th anniversary retrospective of America's most admired 19th century portraitist, comprising 44 paintings and five drawings. Ends Jan 23. **Daily**

**Tate Gallery** Edward Burne-Jones sketches from the museum's collection. Ends Nov 7. **Daily**

**National Gallery** The Wilton Diptych. Ends Dec 12. **Daily**

**LUGANO**

**Museo d'Arte Moderna** Emilio Vedova: 70 works painted between 1937 and 1989 by Italy's answer to Lucien Freud. Ends Nov 7

**Villa Favorita** The Lost Empire  
87 well-preserved pieces of  
Buddhist art from Khara Koto  
dating from the 10th to 13th  
centuries. Ends Oct 31. Closed  
Mon

**MANTUA**  
**Palazzo Te** Giulio Romano:  
drawings by Raphael's most  
distinguished pupil, on loan fr  
major international collections  
Many of the drawings are

**MARTIGNY**  
Fondation Pierre Gianadda  
his entire work as a sculptor,  
consisting of 74 bronzes of he-  
dancers and nudes, surround-  
by dazzling pastels, oils and  
drawings relating to them. En-  
Nov 21. Daily

**MUNICH**  
**Kunststiftung der**  
**Hypo-Kulturstiftung Dada:** 1917-18  
paintings, drawings and collages  
Ends Nov 7. Daily  
**Villa Stuck** Max Beckmann: 1917-18  
prints, woodcuts and lithograph  
1901-46 from private German  
collections. Ends Nov 14. Closed  
Mon  
**NEW YORK**  
**Metropolitan Museum of Art**  
**Annenberg Collection:** 53  
impressionist and  
post-impressionist paintings,  
watercolours and drawings,  
surrounded by the museum's  
world-renowned collection of  
century European paintings, are  
displayed in a newly-reconstructed  
suite of 20 rooms. Ends mid-  
Master Drawings of the Hudson

**River School:** 50 works on paper by America's earliest school of landscape painting. Ends Dec. Closed Mon

**Guggenheim Museum Roy Lichtenstein:** 130 major paintings and sculptures from international collections, by the artist who depicted mass-produced American cultural icons prior to him to the forefront of the Pop movement in the 1960s. Ends

16. Paul Klee: 60 works from the museum's own collection. Ends Oct 31. The main museum is on Thurs, the SoHo site on Museum of Modern Art Rd. Ryman: 80 works by the American abstract artist. Ends Jan 4. Wed

**Whitney Museum of American Art**  
Gorky's *Betrothal*: Arshak Gorky's three large-scale paintings among the Armenian-born artists.

most complex infrastructures, seen together for the first time also with related drawings. Ends 9. Closed Mon

**PARIS**

**Musée d'Orsay** From Cézanne to Matisse: Masterworks from the Barnes Foundation. Ends Jan 2. Closed Mon, late opening T. (reservations: 4410 7300 or shops)

**Musée des Arts Décoratifs** Fabergé: exquisite goldsmith production in Russia by the firm of Carl Fabergé from the 1880s to 1918. Ends Jan 2.

**Grand Palais** Les Nabies. Ends 3. Closed Tues, late opening

**Petit Palais** Masterworks from Leipzig. Ends Dec 5. Closed

**Institut du Monde Arabe** S. Memories of the East, Mem-

of the West: 400 exhibits from Syrian museums, the and private collections, pr an overview of one million of human activity from the artefacts to 19th century ( art. Ends Feb 28. Closed PHILADELPHIA  
**Museum of Art The Draw**  
Joseph Beuys: retrospective a central figure in postwar art, whose radical social k

political goals and art form never had much appeal for American taste. The exhibition brings together 200 examples of a variety of media, including watercolour, oil and collage.

Jan 2.

**RIMINI**  
**Museo Civico Guido Cagnoli**  
50 splendid works by the masters of the most sensual female of the entire baroque era, three painters for his native

**Palazzo Venezia** Corrado Giaquinto: the late baroque work which provided enormous altar-paintings for numerous churches, and was feted in European courts during his lifetime (Goya was fascinated by it, done for the Palazzo Real in Madrid), has since been neglected. This fine show, works from European and collections, attempts to set record straight. Ends Nov Closed Mon

**Palazzo delle Esposizioni** Donghi (1897-1963): an example of the school of magical realism painted on his parents' Hapsburg Emperor Leopold by the Kunsthistorisches Museum in Vienna. Ends Nov 28

**ROME**

**Palazzo Venezia** Corrado Giaquinto: the late baroque work which provided enormous altar-paintings for numerous churches, and was feted in European courts during his lifetime (Goya was fascinated by it, done for the Palazzo Real in Madrid), has since been neglected. This fine show, works from European and collections, attempts to set record straight. Ends Nov Closed Mon

**Palazzo delle Esposizioni** Donghi (1897-1963): an example of the school of magical

Donghi was much-lauded in 1930s. Today, his static and maniacally detailed portraits across as merely curious. Nov 7. Closed Mon. S Michele a Ripa Borghese Collection; works by Titian, Caravaggio, Rubens, and others, on show in this deconsecrated church v. villa in the Borghese gardens being restored. Ends Dec.

**VENICE**  
Palazzo Grassi The Un-  
Modigliani: 430 drawing  
Jan 4. Daily  
Fondazione Cini France  
50 works by the 18th c  
veduta painter. Ends No  
Closed Mon  
**VIENNA**  
Künstlerhaus Czech M  
1890-1918: 250 works e  
the historical transitions  
continuation in fig. d. e. id.

contemporary art, and illustrating how the period responded to assimilated Symbolism, and other international influences. Ends Nov 2. **Daily**  
**Albertina Landscape in**  
of Rembrandt. Ends Nov  
**WASHINGTON**  
**National Gallery of Art**  
James Audubon: 90 years  
by the 19th century natu  
Ends Jan 2. Cesarini **Ve**  
Giambologna's marble m  
(c1583) is the centrepie  
exhibition focusing on th  
nude. Ends Jan 17. Lov  
74 prints and drawings  
turn-of-century German  
and draughtsman. Ends  
**Walters Art Gallery** Art  
Ecceum. Ends Feb 6. Cl

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Pakistan's general election, called to break prolonged political deadlock, has failed to produce the desired result.

Ms Benazir Bhutto, the former prime minister, has defeated her bitter rival and successor in office, Mr Mohammed Nawaz Sharif. But, with just 85 seats in the 217-member national assembly, her Pakistan People's Party lacks an overall majority and must seek other parties' support.

Ms Bhutto's margin of success seems too narrow to assure Pakistan of the stable government it needs if it is to solve its political, social and economic difficulties. As one senior former minister said yesterday: "A hung parliament is a political and economic disaster."

The main consolation is that the poll was completed with little of the bloodshed which often accompanies Pakistani elections; thanks to army supervision, it was also largely free of vote-rigging. The verdict therefore seems to be a true reflection of the people's wishes. The pity is that the result gives the winner a difficult hand to play.

Ms Bhutto's delicate position is the consequence of long-term army involvement in politics. Born out of the bloody partition of India, Pakistan has always lived in the threatening shadow of its huge neighbour. The army has dominated public life and military dictators have ruled Pakistan for 24 out of its 46 years in existence. Of its civilian prime ministers only one has completed a five-year term - Ms Bhutto's father, Zulfikar Ali Bhutto, the feudal landowner from the southern province of Sind.

Hopes were high that Ms Bhutto could follow his example when she first took power in 1988 after the death of the dictator General Zia Ul Haq. But the army and bureaucracy's refusal to co-operate, combined with her own mishandling of relations with the military and the president, Mr Ghulam Ishaq Khan, brought Ms Bhutto down in 1990. Mr Sharif, an industrialist hand-picked for government by the army, ran into the same trouble this year - and was forced to resign by the generals.

Ms Bhutto's prospects of establishing power more firmly this time rely primarily on creating better relations with the army and with the bureaucracy headed by the president. She believes her chances are better because the generals are no longer as hostile as in 1988. The new army chief of staff,

## A second bite at the apple

Stefan Wagstyl on Benazir Bhutto's election success



Benazir Bhutto: poll victory gives her a difficult hand to play

General Abdul Waheed, who took office in February, is considered relatively unpolitical. Also, Mr Khan, the president who opposed her in 1988-90, was this year sacked by the army at the same time as Mr Sharif for his part in causing political chaos. A new president will be elected in polls in November. As Ms Bhutto said in a recent FT interview: "The [power] structure that was there has mercifully changed quite radically today."

However, what has not changed is the mutual hostility between her and Mr Sharif, whose Pakistan Muslim League (Nawaz) party (PML) will form the opposition. Their hostility to each other poisons the atmosphere and distorts decision-making. For example, both leaders promised voters constitutional amendments to reinforce the prime minister's powers. But Mr Sharif is now unlikely to co-operate in a move which would only strengthen Ms Bhutto.

Ms Bhutto's last government was also hampered by conflicts between the federal authorities in Islamabad and Punjab, the richest and most populous of the four provinces and the heart of Mr Sharif's power.

When provincial polls are held on Saturday, it seems likely that Punjab will stay in Mr Sharif's hands.

Mr Sharif, Pakistan's first businessman-prime minister, has left behind a mixed legacy. He promoted economic deregulation, foreign trade and investment. But his policies were marred by over-spending on projects such as a \$1bn motorway; over-borrowing; and an upsurge in corruption.

Also, the end of US and Soviet involvement in the Afghan war left Pakistan almost alone in coping with the effects of the conflict - including continuing fighting in Afghanistan and the spread into Pakistan of arms and drugs. Pakistan's international isolation increased due to its nuclear programme - a concern which prompted the US to cancel aid. Ms Bhutto says her first priorities now are promoting economic growth and ending Pakistan's isolation.

Her economic options are limited by the decisions taken by Mr Moeen Qureshi, caretaker prime minister. Mr Qureshi has been forced to seek emergency loans from the International Monetary Fund

to ease a foreign exchange crisis caused partly by Mr Sharif's profligacy and by last year's floods. These have led to a slowdown in economic growth from an annual average of 6 per cent to just 3 per cent in the year to June 1993. Mr Qureshi's IMF-approved programme consists of devaluation combined with raising revenues by introducing agriculture taxes, clamping down on corruption, and squeezing tax dodgers, defaulters on loans from state banks and non-payers of utility bills.

Ms Bhutto pledges to continue with Mr Qureshi's programme, including the agriculture tax, though she has expressed reservations about his proposals for its implementation. But her conservative, landowner-dominated party may drag its feet on this and other measures. Many of Mr Qureshi's measures are implemented via ordinances which will lapse unless confirmed by the national assembly.

Public finances are burdened by military spending and debt repayments which together absorb about three-quarters of the budget. Since neither can be easily cut the chief route to stabilising public finances is through raising revenue, as Mr Qureshi has recognised. The hurdle is the belief of many politicians that the rewards of office include personal enrichment. This disregard for the law has given rise to a black economy estimated to be half the size of the official one.

It is difficult to see how Pakistan can generate enough funds for education, health and other social programmes without bringing more of the black economy into the tax net. Without better education, improved health and population control will be largely unachievable. Ms Bhutto's PPP is the self-proclaimed party of the poor; it remains to be seen whether they benefit from her rule.

As for international relations, Ms Bhutto sees rebuilding ties with the US as a top priority, including addressing Washington's complaints about alleged state terrorism, the nuclear programme and Pakistan's support for insurgents in the troubled Indian state of Kashmir. The difficulty lies in squaring US demands with domestic pressures - such as a powerful pro-nuclear lobby.

Ms Bhutto says that with the elections over, she will fight the "battle for the progress of Pakistan". The danger is that she may be overwhelmed, as she was before, by the battle for power in Islamabad.

## The Tory jungle book

Joe Rogaly



The Conservative party conference has not been a total shambles - so far. There is still the little matter of the prime minister's speech this afternoon, but we have been trained to have low expectations of that. We are unlikely to be disappointed. If Mr John Major had his way there will be nothing left but a handbag in an empty hall.

Conscious of their role as a TV studio audience, the assembled party workers in Blackpool have exerted themselves to persuade us that the Tories are united. The trick does not always work. Last year we witnessed a televised drama of a party in disarray, particularly when Lord Tebbit led his anti-Maastricht rabble into the chamber and directly challenged the prime minister. This year every entrance of the prime minister, every reference to loyalty has been loudly applauded - only slightly less loudly, perhaps, than one speaker's attack on the media.

Erecting a facade of unity is not the only purpose this year's conference is supposed to serve. Saving Mr Major's skin apart, the ambition has been to re-establish the Conservatives as the guarantors of law and order and the least-worst managers of the economy.

On Wednesday Mr Michael Howard disregarded 14 years of Conservative failure to control crime and sought to appear tough without succumbing to the temptation of one favoured speaker for flogging, hanging, castrating and permanently

incarcerating criminals. His proposals, some of them sensible, ignore the social causes of crime, and do little to reassure us that fewer women will be raped, fewer houses will be burgled, or fewer cars robbed.

The affecting pair-bonding of the prime minister and his chancellor might offset some of the disunities that have marred the conference. The disparaging remarks about Mr Major attributed to Lady Thatcher have done the usual damage, but less than last time, which was less than the time before. Before too long there will be nothing left but a handbag in an empty hall.

Yesterday the chancellor sought to persuade the electorate that the hole the government is in is of foreign origin. The recession has affected the whole of the industrialised world," he protested. His purpose was to prepare party and public opinion for a budget and public spending package that is likely to be less stringent than

**Michael Portillo has emerged as the Tom Cruise of the cabinet: absurdly young, and extremely dangerous**

currently implied, while protecting the Conservative government from blame for getting the public finances into such a mess. He archly congratulated Lady Thatcher for her role in 1981, when tax increases were imposed in the name of sound money. The Tory tax bombshells due to rain down on us next year, including the highly unpopular value added tax on domestic fuel, were three times credited to his predecessor.

In this way, blame for anything Mr Clarke may impose in November is minimised. The chancellor has amply demonstrated his skill at political discourse. We will be able to assess his skill at running the Treasury when he presents his budget and spending proposals in 53 days' time. Until then,

write him down as the prime minister's best buddy.

Mr Michael Portillo, the chief secretary of the treasury could not be so designated. The more mention of his name yesterday was greeted with foot-stamping applause. He is the Tom Cruise of the cabinet: absurdly young, and extremely dangerous. Although he did not address the main conference, he continues to build his constituency on the right of the party, while behaving perfectly properly as a loyal member of Mr Major's team. At a fringe meeting last night he attacked "political correctness" and spoke up for the "decent majority". He appears to be a libertarian, although he does not wish the state to be neutral - he calls it immoral - in the signals sent out by its taxes, benefits and matrimonial laws. These should encourage family values, discipline and individual responsibility.

Mr Portillo sees a market for right-wing ideology in the 1990s. Not so Mr Douglas Hurd, who will doubtless be long retired when the young Cruise reaches the pinnacle of his career. The foreign secretary said last night that "we should not give the impression that we believe in permanent cultural revolution, in the style of Trotsky or Chairman Mao... We must show that we are not driven by ideology to question every function of the state..." Mr Hurd's words are closer than Mr Portillo's to the thoughts of the pragmatic Mr Major or one-nation Mr Clarke.

The foreign secretary has the stature to resist the political correctness of the Tory right. Other speakers, even the Christian Democratic Mr David Hunt, have had to pepper their remarks with cheap anti-gay remarks. There have always been at least two kinds of Conservative, but establishing which is ascendant is better done out of office than in.

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

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### Rescue culture needs law changes

From Mr Stuart D Hollander.

Sir, I am delighted that the vexed question of UK law in respect of insolvencies is beginning to get the attention it deserves. In view of the many unnecessary receiverships which have robbed shareholders and creditors and weakened the UK's industrial base. Robert Rice's article "Towards a rescue culture" (October 5) is an enlightening contribution to the debate.

Whether or not the 1986 Insolvency Act is working depends on your definition of "working". As the article points out, the intent is not being fulfilled. This is particularly the case in rescues or recoveries, where the management is trying to turn round the company, but continues to be excluded along with the owners/shareholders by banks in pursuit of a quick run for their money.

This malpractice almost inevitably takes place at the time when the foundations of a turnaround have been laid. Such was the case in the recent demise of a quoted clothing group of which I was

chairman (Dunkeld Group plc). I know we are not alone.

The article does not mention that the law permits a bank under the terms of its debenture to put its own short-term interests on the table and ignore recent investment by shareholders and the security of creditors.

These interested parties will have been encouraged by the bank's initial support for the refinancing process, the kernel of the "rescue culture", and possibly by its position as shareholder.

It must be in the interest of all those involved in the risk ventures necessary for the country's industrial success for legislators to give shareholders and creditors an opportunity to negotiate a less lethal attack than receivership, if, in their combined judgment, it is likely to lead to the successful continuation of the recovery.

The absence of that opportunity seems to be the essential difference between the American and British environments. "Mutual obligations" might provide a suitable framework within which the necessary

legislation could be developed.

The article did not refer to the fact that the use of the same company as both investigating accountants and receivers has, in many cases, increased the likelihood of the receivership route and the inherent conflict of interest the practice creates. This custom needs to be outlawed in the interests of objectivity and a "rescue culture".

I hope that the lessons learned from the current spate of avoidable receiverships will be used by the authorities to amend the regime. This would help in the creation of the so-called "rescue culture" and should be designed to afford some protection, or at least sufficient time, for those brave enough (or foolish enough under the current rules of the game) to take on the responsibility of corporate rescue work.

Stuart D Hollander, *Stuart Hollander Corporate Services, 19 Sandy Lodge Road, Moor Park, Rickmansworth, Hertfordshire WD3 1LP*

### Rejecting the benchmark

From Mr Stuart Fowler.

Sir, Barry Riley is topical and accurate ("The time has come to cut Japan down to size", October 6) in reflecting the frustration felt by many managers of international equity portfolios with the high and fluctuating proportion of the total international market capitalisation that Japan represents, particularly when investing outside the US. However, pension fund trustees have heard this before and I believe they are shy of letting managers blame the benchmark for their performance.

The reason trustees are frustrated with managers' frustration is that they know two things about Japan which they find hard to reconcile. First, its valuation basis, by any measure, has altered radically in recent years (from boom to bust would probably sum up most images of its recent stock market history). Second, with few exceptions, managers appear not to have altered their exposure to Japan significantly during this period. This observation is supported by the evidence of performance measurement universes on both sides of the Atlantic.

The absence of dynamic responses to changing country valuations is a form of "closet indexing". Because the majority of returns in an international equity portfolio are explained by country decisions (regressions of randomly constructed portfolios since 1980

show over 80 per cent of portfolio variance is explained by country exposure), trustees may wonder whether they are paying an active fee for the wrong type of activity.

It is easy to exaggerate the effects of country concentration in an international portfolio. For instance, for a US-based international investor (for whom the Japanese decision is dominant) with as much as 20 per cent in non-US markets, the effect of holding the index with nothing in Japan compared with a full index weight would have been to reduce the volatility (standard deviation of annual returns) of the entire portfolio since 1973 by 0.1 per cent.

Compared with the lost opportunities from genuinely active management of the country exposure based on a sensible and consistent valuation discipline, excuses about the benchmark should cut no ice with trustees. Their best solution to the problem of assessing the short-term performance of managers lies in trying to understand what managers have done with their opportunities, a process in which the long-term benchmark should make only a small contribution.

Stuart Fowler, *Managing Director, Valu-Trac Investment Management Limited, Rodwell House, Middlesex Street, London E1 7TL*

### Goode and bad

From Mr Roger Urwin.

Sir, There have been two letters recently (October 2 and 4) expressing the view that the Goode committee's proposals do not have any negative implications for pension funds' exposure to equities. It is asserted that derivative instruments can be used to "avoid a substantial shift away from equities" while giving sufficient protection against a fall in the market leading to a failure to satisfy minimum solvency standards.

We agree that derivatives will play an important part in providing this protection, but disagree that their use does not alter equity exposure. Derivative instruments used in this context simply provide a less transparent means to reduce equity exposure. This is clear when one considers that the put option contracts involved would be selling equities.

Roger Urwin, *2 Watson and Sons, Watson House, London Road, Reigate, Surrey RH2 9PQ*

### FT assumes a comic outlook

From Mr Roger Cooper.

Sir, The battle of words reported by Observer ("Top of the pops", September 24) reminded me of my years in solitary confinement in Iran when there was all the time in

the world for anagrams. I discovered to my dismay that the FT was "semi-infantile chat". Roger Cooper, *Wardington House, Nr Banbury, Oxon OX17 1SD*

# Today Europe. Wednesday 13 The World.

The FT Exporter is a quarterly review providing comprehensive, up to the minute news and information for exporters, including an exclusive Top 100 list of the UK's leading exporters.

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# FINANCIAL TIMES

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Friday October 8 1993

## Mr González talks tough

MR FELIPE GONZÁLEZ appears to have changed tack. After weeks of fruitless negotiations with Spain's trade unions over proposed budget cuts, labour market reforms and wage ceilings, the Spanish prime minister declared this week that his minority government would try to impose the changes anyway. But whether Mr González can fulfil this threat, and make his reforms stick, is quite another matter. Tough words and confrontational actions may cheer the financial markets, but they will not necessarily deliver the fall in wage inflation upon which sustained recovery depends.

Mr González has reason to feel frustrated. The collapse of the hard exchange rate mechanism, the focus of his economic policy, has exposed the seriously depressed and distorted state of Spain's economy. But it has not yet prompted Spain's labour leaders to agree to the kind of reforms in the country's anachronistic and inflexible labour market upon which growth depends.

Wage inflation is the immediate problem. Despite Spain's persisting recession and an unemployment rate of 22 per cent, core price inflation is stuck at 5.5 per cent while wage inflation remains above 7 per cent. Slow growth and rising spending on public sector wages and benefits mean that the budget deficit will grow to 6.2 per cent of gross domestic product this year, once again outstripping last year's over-optimistic target. Meanwhile, these persistent wage pressures continue to persuade the Bank of Spain that keeping short-term interest rates in double figures is necessary, despite the devalued peseta's new-found stability. This is crushing domestic demand and adding to the government's budgetary woes.

At the root of the problem lies the restrictive nature of Spanish

labour market regulations. There may be a happy medium between over-regulated continental Europe and America's hire-and-fire culture, but Spain is very much at the regulated extreme. Its notice and severance pay requirements are restrictive even by European standards. The result, in addition to persistent wage pressure, has been a rise in the percentage of Spanish workers in unprotected temporary jobs, from 14.2 per cent in 1987 to 31.1 per cent in 1991, over twice as high as in any other OECD country.

At last, Spain has a government which appears willing to address these deficiencies. Last week, finance minister Pedro Solbes announced a plausibly tough budget, which projected a deficit of 5.7 per cent of GDP next year by assuming that the government could impose a civil service pay freeze and limiting next year's pension increases. Meanwhile, Mr González says he will unilaterally push through a liberalisation of the hire-and-fire rules and a shift towards plant-level bargaining.

But Mr González is playing a risky game. While looser labour laws are a necessary condition for renewed employment growth, the key to his budget and employment hopes is economic recovery. This means lower interest rates soon which, in turn, require a rapid moderation in wage inflation. But the British evidence does not suggest that either deregulation or a shift to plant-level bargaining will deliver lower wage inflation, certainly not when the reforms are first introduced. Back in August, Mr González was right to seek to negotiate a wage pact to cap average private and public sector wage inflation over the next three years. The wage pact remains the key to rapid interest rate cuts. It is too early to give up the search for consensus.

## Securitisation

BRITAIN'S BANKS are showing strong interest in "securitisation". The process, common in the US, involves selling packages of mortgages, personal loans and the like to third-party investors in the form of bonds. Yesterday's £200m issue of securitised personal loans by Barclays Bank followed a £300m issue of mortgage-backed loans by National Westminster Bank last week.

It is easy to see the advantage to financial institutions of selling on their loans. Securitisation shifts the risk of default to the new investors, so freeing up capital which banks can use to make other loans. But is the process also beneficial to borrowers and the wider economy?

Some borrowers may experience an initial queasiness at the thought that the ultimate owner of their mortgage is not the high street bank from which they originally borrowed but an anonymous Belgian dentist or multinational oil company. Could the new owners jack up interest rates or take a tougher line in the case of arrears? Such concerns are unfounded. Under a typical securitisation deal, the original lender continues to manage the relationship with the borrower, and commits itself to treating securitised loans in exactly the same way as ordinary loans. A Barclays or a NatWest would have no incentive to crack

down especially hard on borrowers whose loans it had securitised as that would damage its reputation without enhancing profits.

Another concern is that securitisation may simply be a clever piece of financial engineering, artificially driven by regulation. The reason for being suspicious is that the banks' main motive for securitisation is to get loans off their balance sheets and hence avoid onerous capital adequacy requirements imposed by the Bank of England.

While it is impossible to dismiss this concern entirely, the Bank's capital adequacy requirements seem sufficiently flexible to avoid such capital market distortions. Moreover, securitisation could provide real macroeconomic benefits by promoting a more efficient capital market.

Traditionally, banks both originate loans and carry the risks associated with them. Investors, on the other hand, have no way of investing directly in mortgages or other personal loans. The best alternative is to invest in a bank, but that carries all sorts of other risks they may not wish to bear.

Securitisation allows banks to concentrate on originating loans and the ultimate investors to select more precisely the type of assets they wish to buy. The overall upshot could be lower capital costs and a greater pooling of risk.

## All-Share changes

WHEN the FT Actuaries All-Share Index first saw the light of day in 1982, it contained sectors such as shipbuilding, rubber manufacturing, and discount houses.

Thirty years later, the British economy has changed greatly, thanks to the growth of service industries, the decline of manufacturing, and the privatisation of utilities. The indices that carry the FT name have changed too, and from January 1994 they will change again, with the introduction of such new industry sectors as gas distribution, medical ancillaries and support services.

The work of reclassification is huge. It has been accomplished largely as a result of a partnership, cemented last year, between the Financial Times, the Institute and Faculty of Actuaries, and the London Stock Exchange. This agreement gives the FT-SE 100, the All-Share and the rest of the shared family of indices a consistent set of rules, overseen by independent committees of market participants.

One of these groups, the FT-SE Actuaries Industry Classification Committee, has carried the burden of re-assessing the industry sectors for the UK market.

They have achieved three significant improvements. First, each individual industry sector has been redefined to meet the activities of today's companies, rather than those of yesterday. Second,

the stock exchange's much more detailed classification has been incorporated into the new conceptual framework, so it now forms the bottom tier of industrial "sub-sectors". Third, the old "economic groups", the broad industrial categories such as capital goods, the consumer group, have been radically overhauled, to yield groupings which cluster together industries that move in step through the economic cycle.

Not every one will be happy with the changes, at least at first. Some companies will dislike their new homes; some investors will be unhappy at the loss of familiar sectors. The committee is happy to listen to those companies which believe they have been misclassified. And back histories of the new sectors, already calculated, give the new classification an instant pedigree. Most important, perhaps, the reclassification is based on a consistent set of principles, published explicitly. It reflects the desire to make the governance of the indices transparent and independent.

The sponsors of the indices - the FT, the stock exchange and the actuaries - are keen to acknowledge their debt to the people who did the work, the members of the classification committee. The investment world will benefit from their efforts for years to come.

In a secluded hotel outside Brussels, European Community finance ministers gathered today for a strategy meeting that could also represent a session of revelatory group therapy. For the first time since the summer monetary crisis which led to the virtual collapse of the European exchange rate mechanism, the ministers will discuss what went wrong, and what happens next.

Although French and Belgian politicians have made intermittent statements blaming "Anglo-Saxon speculators" for the currency unrest, the public debate on the lessons of the July-August debacle has barely begun.

But in private, there has been plenty of hard thinking about the future of European monetary co-operation and the goal of economic and monetary union.

The question is whether the EC has the political will to chart a new course to restore confidence in the project for economic and monetary union - or whether European currencies will continue to drift apart.

The emergency agreement on August 3 on wider 15 per cent fluctuation bands in the ERM brought the EC a breathing space after the successive currency upsets since autumn 1992.

Mr Helmut Kohl, the German chancellor, has forecast a slippage of "a year or two" in the Maastricht timetable. The Bonn government and the Bundesbank, however, maintain that the band widening leaves the EC fundamentally on track for the Maastricht aim of achieving ERM by 1997 at the earliest and 1999 at the latest. In spite of discomfit in Paris over the weakening of the French franc's link with the D-Mark, this view is backed by the French government.

Mr John Major, the UK prime minister, has struck a jarring note by saying the ERM plan has "all the quaintness of a rain dance and about the same potency" - a statement which has caused irritation in the EC Commission in Brussels.

In some German business and financial circles, there is agreement with Mr Major's view that the Maastricht timetable is unrealistic - but this is a long way from the official line in Bonn.

One point seems to be undisputed: there will be no return to the old ERM, in which most currencies fluctuated around a 2 1/2 per cent band, until the recession on the Continent has clearly come to an end. Earlier hopes of a progressive narrowing of the 15 per cent fluctuation bands by the end of the year have been quietly dropped.

Yet the common European interest in monetary stability should not be underestimated. Most member states want to avoid competitive currency devaluations - shown by the way that ERM members have

# A caravan lost in the sands

Hard thinking on prospects for European monetary union has begun, say Lionel Barber and David Marsh



not used their new-found flexibility during the last two months to lower their currencies significantly against the D-Mark.

Far less common ground exists on what might replace the old narrow-band ERM which was supposed to represent the route to EMU.

Mr Jacques Delors, the EC Commission president, has toyed with the idea of curbing currency speculation by placing exchange controls on speculative borrowing. His sentiments are fairly widely shared on the continent, but his suggestion has drawn criticism from the UK, and even the French government regards it as a non-runner.

Sir Leon Brittan, EC Commissioner for external affairs, has meanwhile urged states to stick to the Maastricht objectives but to make use of their greater exchange rate flexibility. He has called on countries such as France and Belgium to take advantage of the looser ERM arrangements to cut interest rates and promote economic recovery.

In Brussels, the Commission is pinning its hopes on the European Monetary Institute. It is to be set on

January 1, 1994 - at the beginning of so-called "stage two" of EMU - as the forerunner of a future European Central Bank.

One idea circulating in Brussels is that individual central banks should pool resources so the EMI can intervene to defend embattled currencies. This idea is, however, rejected by the Bundesbank, which wants to retain complete autonomy before the planned establishment of a fully-fledged EC central bank.

A broader goal of most EC governments is to use the EMI to help persuade the Bundesbank to take other countries' economies into account when taking interest rate decisions. Mr Felipe González, the Spanish prime minister, said this week he hopes the EMI will ease the "frustrations" of having to wait "week by week" for the Bundesbank to lower interest rates.

So far, member states have failed to agree on the EMI's location or its president. EC leaders will try to break the deadlock at a special summit on October 29, when the Community is expected to place the EMI in Germany.

However sensitive the question of

where to site the EMI, the real issue is the drive by other EC members to draw the Bundesbank into a more formal system of monetary co-operation.

Much will depend on the state of the Franco-German alliance, which was badly bruised during the summer. Mr Horst Teltschik, former foreign policy adviser to Chancellor Kohl, and now a board member with the Munich-based BMW motor group, describes French requests for unlimited support for the franc during the monetary upset as irritating: "They sometimes confuse our interests with theirs," he says.

One senior member of the Bundesbank council singles out for criticism Mr Edmond Alphandery, the French economics minister, over his much-publicised call in June for the Bundesbank to lower interest rates: "He is a beginner, and he made a beginner's mistakes."

France wanted to take advantage of Germany's perceived economic weakness caused by reunification to push for greater monetary co-ordination. The signs are that Paris has not abandoned this strategy.

In August, Mr Edouard Balladur,

the French prime minister, persuaded Mr Kohl to agree to a "convergence" programme which Brussels and Paris officials believe could pave the way for more institutionalised co-operation.

The immediate outlook, however, for progress along the path towards EMU appears gloomy. Three obstacles are apparent.

● Germany's own post-unitary problems. Large fiscal transfers from west to east Germany - currently more than DM150bn a year - will be needed for at least another decade to maintain east German living standards. During this period of strain for the "anchor" economy in Europe, Germany is unlikely to be politically or economically ready to subsume its D-Mark into a single European currency.

● The diminishing chances that member states can meet the Maastricht convergence targets, set down as conditions for EMU. This year, general government deficits across the EC will average about 6 per cent of GDP - double the 3 per cent target set at Maastricht.

● The increasing temptation for European countries to see exchange rate flexibility as a means of solving economic problems. Britain, Italy, Sweden have shown that devaluation can be the cue to lowering interest rates and restoring modest economic growth.

France's position is crucial. It remains torn between its desire to maintain a tight link with the D-Mark and its need to engineer an economic recovery.

The Paris government's cautious monetary policy since August has allowed French long-term interest rates to fall again to German levels. France is hoping for a faster lowering of German interest rates next year, and a corresponding weakening of the D-Mark. But this is a gamble for the Balladur government as France heads towards the 1995 presidential elections.

The French strategy underlines how the Bundesbank remains the EC's supreme monetary arbiter. Mr Hans Tietmeyer, its new president, last week signalled that the central bank's policies would remain geared to Germany's economic priorities, not the rest of Europe.

Thus for all the ERM's new-found flexibility, the Bundesbank's anti-inflation stubbornness could still cause difficulties. Some EC Commission officials worry that members of the ERM "hard-core" such as France, Belgium and Denmark will be unable to maintain their recent currency stability unless they soon act to restore economic growth through more aggressive cuts in interest rates. If these cuts do not materialise, these Brussels officials believe, another currency upheaval could be in store - an event which could postpone EMU until the next century.

# Palestine needs home-grown prosperity

With the signing of the PLO-Israeli agreement, the international community and the Israelis have acquired a big stake in the economic success of the Palestinians.

The initial response has been encouraging. The October 1 donors' conference in Washington garnered aid pledges of more than \$2bn over the next five years, with about \$600m pledged for 1994. It was also agreed the World Bank would have the main responsibility for co-ordinating aid.

The aid numbers game is essential to focus the minds of the donors. But the aid effort will fail to foster sustained Palestinian economic development unless:

- the Palestinians manage their own economy, including establishing an agency to deal with the donors;
- aid does not exceed the Palestinian economy's capacity to absorb it;
- donors co-ordinate aid effectively;

and there are rapid and viable improvements in economic conditions in Gaza and the West Bank.

Not enough attention is being given to helping Palestinians develop a capacity to manage their own economy and rely on their own resources to finance development. A Palestinian economic administration will start by taking over the economic functions of the Israeli civil administration, now staffed by Palestinians with Israeli upper management. Future Palestinian managers should begin working with the Israelis as soon as possible. They need to be trained now to deal with the massive challenges of running and redesigning the system.

To avoid becoming too dependent on outside aid - a sure way of losing economic independence and eventually retarding economic growth - the Palestinians must develop their own sources of revenue. They currently pay about 13 per cent of gross national product in taxes, half to the civil administration. The Israeli-PLO agreement specifies that direct taxes in the territories be transferred to the Palestinian administration. They should

also receive the remaining revenues, which include customs duties. Both economic independence and responsible government spending are enhanced if revenues come from taxation rather than foreign aid.

The aid agencies, and the governments they represent, are powerful and could easily impose their priorities on the Palestinians. Thus the Palestinians need urgently to create

**Economic autonomy and responsibility are enhanced if revenues come from taxation not aid**

an agency to set their own aid priorities and co-ordinate donors. Technical assistance to do this could be provided by university affiliated advisers. The assistance may be financed by aid agencies, but should not be provided by them.

The overall size of the aid package should be guided by the capacity of the Palestinian economy to absorb it. With Palestinian GNP at

less than \$4bn and GDP at less than \$3bn, massive amounts of aid (more than 12-15 per cent of GNP) could overwhelm the fledgling Palestinian administration and lead to greater economic dependence.

The Palestinians and aid agencies will have to draw up detailed plans for economic assistance, for financing specific projects and for general budgetary support, before aid figures can be trusted. The World Bank's estimate that the infrastructure needs of the next 10 years amount to \$3bn is only one element of the calculation. But it would be surprising if much more than \$500m a year could be productively absorbed in the next few years.

In eastern Europe, competing aid agencies overstretched the capacity of recipient governments and reduced the effectiveness of the aid effort. Donor governments in principle now recognise the need for aid co-ordination. They need to agree on an overall total for general assistance, to divide the total among them, and to select an agency to deliver the aid with appropriate conditionality. They also need to avoid an unseemly scramble for

projects. The World Bank could handle both parts of the co-ordination task. It remains to be seen if governments permit it to do so.

There is an urgent need for short-term financial assistance that produces visible improvements for Palestinians. Labour-intensive projects, improving roads and sewers and housing, can get under way within months.

For the longer term, the economic policies of the Palestinian entity are more important than the amount of aid it receives. With free trade and economic co-operation with its neighbours, access to European and US markets, a well-designed aid programme and good economic policies, the Palestinian economy can gradually become economically independent and generate the prosperity that can sustain peace.

**Stanley Fischer**

*The author is professor of economics at the Massachusetts Institute of Technology and was formerly vice-president and chief economist at the World Bank.*

## Never say never

EC finance ministers meeting today near Brussels to ponder the aftermath of the summer ERM crisis should have packed their history books.

For there is a strong sense of déjà vu imparted by that early August communiqué announcing that member states would be widening "temporarily" the bands within which their currencies fluctuate. In September 1981, when Britain left the gold standard, Downing Street explained that the Bank of England would "suspend for the time being" its obligation to exchange sterling for gold.

Forty years later, it was Richard Nixon's turn to tell his country that he had decided to "suspend temporarily" the dollar's convertibility into gold. In his celebrated TV broadcast of August 1971, Nixon also demonstrated that French politicians were not the only ones to vent their spleen on the markets when the going gets rough. The US president blamed "international money speculators" for the dollar's woes. "Because they thrive on crises, they help to create them," he argued.

It was a similar story the next year, when Anthony Barber, the UK chancellor, announced that sterling was pulling out as "a temporary measure" from the ERM's forerunner, the currency

snake. Sterling then stayed out of Europe's currency arrangements until the fateful decision to enter the ERM in October 1990.

Ministers today will be hoping that August's suspension of the narrow-band ERM does not turn out to be as permanent as the "temporary" steps of yesterday.

**Way out**

■ Has trade minister Richard Needham hit on a solution to the blocking tactics of top civil servants famously portrayed in the Yes Minister TV series?

"I can't fire anyone," he complained to a fringe meeting during the Tories' Blackpool conference. But then he added brightly: "I can give them a nervous breakdown and hope they'll leave."

**On target**

■ After a week of stylish farewells to the town that first welcomed him as a junior international banking officer back in 1985, Sir William Purves left Hong Kong last night bound for London, from where, in accordance with the wishes of the Bank of England, he will now run HSBC Holdings.

His last public act was at a luncheon at the Foreign Correspondents' Club. All other ceremonies had proceeded smoothly, but the normally unflappable Purves began to look



for sharp practice. At a farewell for him and Lady Becky earlier in the week, Gordon Wint, managing director of construction group Hopewell Holdings, who has known him for more than 20 years, spoke of a great loss to Hong Kong. "He's as straight as an arrow," Wu added. Nervous staff at the London headquarters, who have heard also of his irascibility, are presumably even now burnishing their shields.

**Bitter lemons**

■ How badly does a Commonwealth member have to behave before being asked to stay away from the club's biennial get-together which opens in Cyprus later this month?

One might have thought that ignoring the result of a presidential election was a pretty severe infringement of the Commonwealth's new code of conduct, drawn up during the last conference in Harare, Zimbabwe, which underlined the importance of the "democratic process (and) ... fundamental human rights".

When Nigeria's General Ibrahim Babangida annulled the result of the June presidential elections, and extended the life of a military regime fronted by civilians, there was a stern rebuke from the Commonwealth secretary-general Chief Emeka Anyaoku, himself a Nigerian. Poor show, was his message, as he called on the military regime to "return the

nation to the democratic road" and "restore Nigeria's standing in the wider world".

But let's not poop the party. An invitation to Cyprus has gone off to Ernest Shonekan, leader of Nigeria's military-backed government, and he has accepted with alacrity.

**Switched off**

■ Terrified of spiders, water or work? Fear no more, help is at hand via the DTI whose enterprising officials have handed out £45,000 towards a guide on how to overcome just such phobias.

According to Stuart Toole, managing director of software house CASW, which is crafting a computer program to help sufferers combat their fears, phobias constitute one important reason behind rising absenteeism from work.

Sadly the DTI declined to explain how this initiative would help those afflicted with that common phobia - of computers.

**There's the rub**

■ Analysts tired of hunting for hard data in company chairmen's reports would probably award the head of Thailand's Saba Union conglomerate good marks for at least admitting it. A page at the front of the group's accounts is headed: Message to shareholders.



## Rühe calls for new Nato partnership with Russia

By Quentin Peel in Bonn

A CALL for the Nato alliance to develop a "new strategic partnership" with Russia to meet Moscow's security interests came yesterday from Mr Volker Rühe, the German defence minister.

In a speech reflecting growing western concern at the pressure on Mr Boris Yeltsin, the Russian president, from his own military establishment, Mr Rühe told senior officers of the armed forces: "We will only achieve stability with Russia, not against it."

His statement amounts to a retreat from his earlier position, in which he stressed the need for rapid enlargement of Nato membership to include Poland and other central European countries - to the obvious anger of the Russian military.

Mr Rühe repeated his call for a "transfer of stability" by the Nato alliance to the east, linked to extension of the European integration process to include east European countries.

"Preventive crisis management

means for us Germans above all extending the zone of stability in the west as far as possible to the east," he told officers' annual meeting in Mainz. "Germany has no interest in remaining the eastern frontier state of the western zone of prosperity. We are the ones who feel the effects of instability in the east most immediately."

This time, however, Mr Rühe stressed the need to take account of Russia's security interests. "Russia will not and must not be excluded from the European [integration] process," he said.

"It is striving for a new strategic partnership with Nato and a political-economic partnership with the European Community."

Mr Rühe has also taken into account the extremely difficult situation of the forces for reform in Russia, he said.

His stance reflects western analysis that Mr Yeltsin has been forced to bow to Russian military pressure on several occasions recently, twice in letters to Nato allies, in order to ensure military support in his confrontation with

the Russian parliament.

The Russian leader sent a personal letter to government leaders in the US, Britain, France and Germany warning against an expansion of Nato to the east, without taking account of Russian security concerns.

He has also sought to raise the ceilings on its forces in the Caucasus region, or breach the terms of the conventional forces disarmament treaty with the west.

Another sign seen as an ominous indication of military influence in Moscow was the army's free hand in supporting Abkhazian rebels in Georgia, in spite of the fact that Russia was supposed to be an impartial arbiter in the conflict there.

Mr Rühe has also taken into account the extremely difficult situation of the forces for reform in Russia, he said.

## US airlines must wait to compete in Europe

By Andrew Hill in Brussels

EUROPEAN Community airlines and telecommunications groups must be given time to grow stronger before the European market can be opened to full outside competition, according to the EC's competition commissioner.

In a speech due to be delivered in Washington last night, Mr Karel Van Miert said that although the EC was pledged to liberalisation in both sectors, it would not improve competition to give US companies immediate access to the European market.

Instead, he said, EC airlines and telecommunications companies should be allowed to "grow strong" within a liberalised internal EC market.

In the text of his speech - released in Brussels ahead of last night's address at the European Institute Club - Mr Van Miert pointed out that US airline companies "grew strong on the back of the world's largest and still protected market". EC air transport and telecoms companies deserved an equal chance to become competitive.

As the EC's transport commissioner until January this year, Mr Van Miert helped persuade EC member states to liberalise the Community's air transport market. Under the "open skies" programme, which came into force on January 1, airlines are allowed to set fares at any level, and EC carriers can compete on routes previously dominated by national airlines.

The text of last night's speech underlined his continued concern about discrimination in the US air transport market. He said the US would have to treat EC airlines in the same way as it treated its own before US carriers would be granted access to Community markets. The Community approach "is not a competitive free-for-all that could lead to ruinous competition".

Mr Van Miert said he also wanted to end the "popular misconception [in the US] that a large part of industry in Europe is either publicly owned or publicly controlled" and that it benefits from unfair state support.

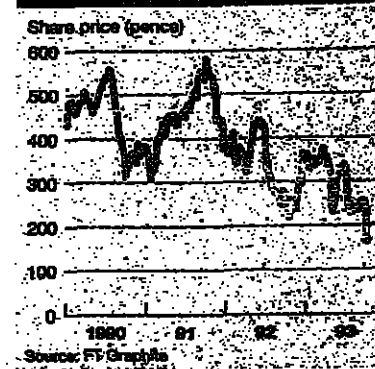
Such a misconception soured commercial relationships between the US and the EC, he said, particularly when state-owned EC companies wanted to make acquisitions in the US market.

## THE LEX COLUMN

### Clarke's conundrum

FT-SE Index: 3092.4 (-8.4)

#### Tiphook



Source: FT Group

can be made. Selling bonds backed by mortgages might allow the banks to continue building market share in the housing market, for example, without cramping their style elsewhere. Unsecured loans tie up even more capital than mortgages for regulatory purposes, so Barclays' issue of bonds backed by personal loans brings even greater benefits in this regard.

While neither bank is under immediate pressure to raise capital, testing the water now might pay off later if loan demand recovers in line with the economy. Even if capital remains plentiful there is virtue in keeping the loan book balanced between different types of risk. Having expanded in commercial property lending in the 1980s, Barclays in particular will appreciate the danger of having too many eggs in one basket.

Another risk is that over-hasty tax increases would reduce the pressure for more desirable spending cuts. But some perks like mortgage interest relief and universal child benefit look ripe for reconsideration. Offsetting such change with lower interest rates could make the recovery more sustainable. Since the full benefit of rate cuts would not be passed on to mortgage borrowers, growth would be less dependent on consumers. Investment and, assuming a modest decline in sterling, exports would be stimulated instead. And Mr Clarke did say at the outset that he wanted to be a pro-business chancellor.

#### Securitisation

It is no coincidence that Barclays and National Westminster should launch asset-backed bond issues in the space of two weeks. The Accounting Standards Board was brought on side earlier in the year, clearing a potential obstacle to this method of taking loans off balance sheet. After a period of doubt prompted by the travails of issuers such as National Home Loans and Leyland, Df, investors have also recovered a thirst for bonds backed by mortgages and other loans. New issue spreads have narrowed as a result, presenting the banks with an opportunity to raise cheaper funds.

Even so, clearing banks could still raise money more cheaply in other ways. The real gain arises from the transfer of risk to bond holders, which frees capital against which new loans

#### French privatisation

Whether BNP's offer price is objectively cheap or not, both French private investors and international fund managers clearly seem to think so. The scramble for BNP's shares will help create a suitably frenetic psychological climate. Tax benefits and loyalty shares will provide more material incentives for domestic investors. Foreign fund managers may grumble they have been unable to buy meaningful shareholdings. But it was always the government's intention to treat them mean and keep them keen for subsequent issues.

The French government is either being astonishingly naive or extremely sophisticated in this approach. Arguably, giving away too much premium now will only depress

the prices achievable for forthcoming issues. But maximisation of revenue is not the government's sole priority. It has broader aims to encourage wider share ownership and develop France's securities markets. Moreover, it could reckon that what it loses now can be made up later. In the same way as the UK government achieved a strong price for the third tranche of BT shares.

The trouble with this theory is that investors may prove smarter than the government anticipates. Of necessity, the privatisation programme has had to be front-loaded with attractive assets most likely to appeal to foreign fund managers. The government, though, may receive a nasty shock if it subsequently aims for fatter prices on less appealing propositions like Bull and Air France.

#### Tiphook

Tiphook's sunny disposition has let it down once more. Less than six months ago the company was cheerily brushing away worries that it might breach its banking covenants. Now those limits stand at risk and gearing is likely to exceed the level allowed by the company's articles of association. Nor are its constraints particularly conservative. Tiphook's main covenants are set at 1.25 times interest cover and gearing is already permitted to rise to 600 per cent. Loading up the truck with debt has certainly exacerbated the company's difficulties, but its high capital spending is not just a fling of the past. Tiphook recently committed itself to buying £378m of trailers over the next five years.

From now on, cash flow rather than reported profits will determine the company's fate. Banks may decide that renegotiating the loan agreements is preferable to more drastic action, but a much less expansive management style will be needed to contain the situation. Working off Tiphook's mountain of debt will also need the kind of recovery in Europe which is all too clearly absent at present.

In the near term the dividend must look vulnerable, removing one prop from the share price. The net assets per share are an apparent comfort, though the prospect of selling large numbers of trailers and containers in the current market is hardly appealing. There is a good business inside Tiphook, but there remains a risk that the weight of debt will break its axle.

## UK chancellor backs Major and warns of tough Budget

By Philip Stephens, Political Editor, in London

MR KENNETH CLARKE, the UK chancellor of the exchequer, offered unequivocal backing for Mr John Major's leadership yesterday after keeping open the option of tax increases in his November Budget.

As Mr Major prepared for the most important speech of his three-year premiership at the end of the Conservatives' annual conference today, Mr Clarke dismissed speculation that he is poised on the threshold of 10 Downing Street.

The chancellor, containing a threatened conference rebellion against the imposition of value added tax on domestic fuel, declared: "Any enemy of John Major is an enemy of mine. Any enemy of John Major is an enemy of the Conservative party."

Mr Major managed yesterday to shrug off the appearance on the platform of his predecessor, Lady Thatcher. He is now left with an opportunity to start rebuilding his authority in his

closing conference speech today. Lady Thatcher has dominated headlines in British newspapers this week with criticism of her successor in her forthcoming memoirs.

With Mr Clarke warning of a tough Budget and dissenting Tory MPs threatening to rebel against any further tax increases, few of the prime minister's cabinet colleagues judged the threat to his leadership had disappeared.

In a robust but less than inspirational performance, Mr Clarke hinted that VAT on fuel could be imposed at the full 17.5 per cent from next April. The present plan is for implementation in two stages - at 8 per cent in 1994 and 17.5 per cent in 1995.

He delivered a relatively upbeat assessment of prospects for sustaining the present economic recovery, and said the priority was to curb public borrowing. "The Conservative party is the party of sound money or it is nothing," he added that it had been a mistake to phase in VAT on fuel rather than impose it immediately.

But the chancellor's confident tone, bolstered by the failure of party activists to launch a concerted attack on the tax, was undermined by a renewed attack on his economic strategy by Mr Norman Lamont, his predecessor.

The former chancellor warned that tax increases beyond those he had announced in March would lose the Conservatives the next election. He said that Mr Clarke should instead raise another £5bn through a 2 per cent cut in public spending.

The threat that the political row over VAT on fuel might yet explode again was reinforced by a ministerial row over the proposed package to compensate those on low incomes for higher heating charges.

Senior ministers said that Mr Clarke had flatly rejected a demand from Mr Peter Lilley, the social security secretary, that the compensation should extend to people not reliant on income support.

Mr Clarke said it was "extremely difficult" to compensate that group.

## Satellite TV under threat

Continued from Page 1

Mr George Eriksson, a senior executive of the MPEAA, commented: "It is a very serious problem".

The satellite industry believes the cards are being manufactured in Bochum in Germany.

Mr John Spencer, UK marketing director of GI, the US electronics company which has been monitoring the pirate decoders

believes the VideoCrypt being used by BSkyB is being routinely broken by the pirates.

But in a cat-and-mouse game with millions of pounds at stake BSkyB is changing its signal when it thinks the threat from a particular illicit card has become unacceptable.

"Two weeks ago they (BSkyB) changed their signal. It was only a couple of days before new cards were available," said Mr Spencer.

## Russia prepares reforms

Continued from Page 1

satisfy their aspirations of autonomy while retaining the power of the centre to levy and redistribute taxes.

Some ministers fear that if Mr Yeltsin continues to insist on delaying presidential elections until next June, the prolonged pre-election period will again freeze reforms and result in expensive promises.

"I am in favour of simultaneous presidential and parliamentary elections in December," Mr Fyodorov said, "partly because it would be less expensive and partly because it would give the president a better chance to win."

In the two months before the election scheduled for December 11-12, economic changes will be confined mainly to bringing the budget deficit under control.

**FT WORLD WEATHER**

**Europe today**

Winds from the south will occur between low pressure in extreme western Europe and high pressure over the far eastern part of the continent. There will be showers near a lingering front from Italy to Russia diving cool from warm air. Heavy rain, up to 50-80mm, is expected along the southern Alps. Further north along the front, clouds will prevail but showers will be isolated. However, heavy rain will fall near the front in southern Finland. Rain will be scattered around western Europe, especially in western France and southern England where the steady rain will occur. Rain will affect northern Portugal as well. Elsewhere on the Iberian peninsula, it will be dry but relatively cool.

**Five-day forecast**

Low pressure will persist over the far west of Europe. A series of fronts with showers will arrive from the Atlantic over Portugal, western France, and most of the British Isles. In Germany, Austria and the former Yugoslavia, heavier outbreaks of rain are possible on Saturday. Most sunshine will occur in south-eastern and eastern Europe, including western Russia. Temperatures will be unseasonably high in the east.

**TODAY'S TEMPERATURES**

| Location     | Temp | Location     | Temp | Location     | Temp |
|--------------|------|--------------|------|--------------|------|
| Abu Dhabi    | 30   | Cardiff      | 13   | Frankfurt    | 18   |
| Algiers      | 28   | Chicago      | 22   | Geneva       | 12   |
| Amman        | 25   | Cologne      | 18   | Glasgow      | 12   |
| Ankara       | 20   | Dakar        | 28   | Hamburg      | 18   |
| Antwerp      | 18   | Dallas       | 28   | Helsinki     | 18   |
| Athens       | 28   | Delft        | 18   | Hong Kong    | 28   |
| B. Aires     | 28   | Dubai        | 33   | Honolulu     | 28   |
| Bombay       | 31   | Dublin       | 14   | Istanbul     | 28   |
| Buenos Aires | 28   | Edinburgh    | 12   | Karachi      | 30   |
| Calcutta     | 31   | Faro         | 20   | Kuala Lumpur | 30   |
| Cairo        | 31   | Frankfurt    | 18   | L. Angeles   | 28   |
| Cape Town    | 28   | Geneva       | 12   | Las Palmas   | 28   |
| Canberra     | 28   | Glasgow      | 12   | Lima         | 28   |
| Chennai      | 31   | Hamburg      | 18   | Lisbon       | 28   |
| Colombo      | 31   | Helsinki     | 18   | London       | 28   |
| Dhaka        | 31   | Hong Kong    | 28   | Luxembourg   | 28   |
| Dubai        | 33   | Honolulu     | 28   | Madrid       | 28   |
| Dublin       | 14   | Istanbul     | 28   | Manila       | 28   |
| Edinburgh    | 12   | Karachi      | 30   | Mexico City  | 28   |
| Faro         | 20   | Kuala Lumpur | 30   | Miami        | 28   |
| Frankfurt    | 18   | L. Angeles   | 28   | Montreal     | 28   |
| Geneva       | 12   | Las Palmas   | 28   | Moscow       | 28   |
| Glasgow      | 12   | Lima         | 28   | Murcia       | 28   |
| Hamburg      | 18   | Lisbon       | 28   | Naples       | 28   |
| Helsinki     | 18   | London       | 28   | Nassau       | 28   |
| Hong Kong    | 28   | Luxembourg   | 28   | New York     | 28   |
| Honolulu     | 28   | Madrid       | 28   | Niagara      | 28   |
| Istanbul     | 28   | Manila       | 28   | Nicosia      | 28   |
| Karachi      | 30   | Mexico City  | 28   | Oslo         | 28   |
| Kuala Lumpur | 30   | Miami        | 28   | Paris        | 28   |
| L. Angeles   | 28   | Montreal     | 28   | Perth        | 28   |
| Las Palmas   | 28   | Moscow       | 28   | Prague       | 28   |
| Lima         | 28   | Murcia       | 28   | Rangoon      | 28   |
| Lisbon       | 28   | Naples       | 28   | Reykjavik    | 28   |
| London       | 28   | Nassau       | 28   |              |      |
| Luxembourg   | 28   | New York     | 28   |              |      |
| Madrid       | 28   | Niagara      | 28   |              |      |
| Manila       | 28   | Nicosia      | 28   |              |      |
| Mexico City  | 28   | Oslo         | 28   |              |      |
| Miami        | 28   | Paris        | 28   |              |      |
| Montreal     | 28   | Perth        | 28   |              |      |
| Moscow       | 28   | Prague       | 28   |              |      |
| Murcia       | 28   | Rangoon      | 28   |              |      |
| Naples       | 28   | Reykjavik    | 28   |              |      |
| Nassau       | 28   |              |      |              |      |
| New York     | 28   |              |      |              |      |
| Niagara      | 28   |              |      |              |      |
| Nicosia      | 28   |              |      |              |      |
| Oslo         | 28   |              |      |              |      |
| Paris        | 28   |              |      |              |      |
| Perth        | 28   |              |      |              |      |
| Prague       | 28   |              |      |              |      |
| Rangoon      | 28   |              |      |              |      |
| Reykjavik    | 28   |              |      |              |      |

Situation at 12 GMT. Temperatures maximum for day. Forecasts by Meteo Consult of the Netherlands

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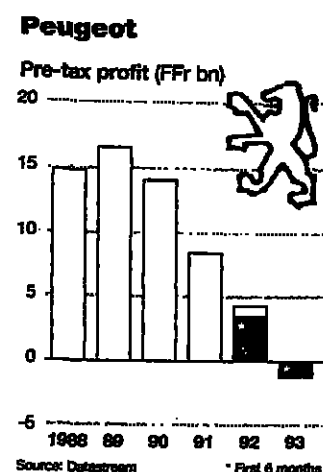
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# FINANCIAL TIMES COMPANIES & MARKETS

Friday October 8 1993

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## Peugeot blames loss on falling demand



Calvet: Japanese share rises

**By David Buchanan in Paris**  
**PEUGEOT-CITROEN** plunged into a net loss of FFr1.28bn (\$1.93bn) in the first half of this year, the French car group announced yesterday. It said there was no sign of a pick-up in demand.  
The first-half loss compared with a FFr2.3bn net profit in the first six months of 1992, and a FFr3.37bn profit for the year. The car group blamed the sharp deterioration on the 17.3 per cent drop in west European car demand in the first half of this year and the effects of currency devaluations in Britain, Italy and Spain.  
The adverse effect of currency variations between the first halves amounted to FFr1.28bn. Without this factor, the results would have showed a slight profit, Peugeot claimed.  
Forecasting an industry decline of 16 per cent in sales in Europe this year, Peugeot said it would "significantly" reduce output in the remaining months of this year by short-time working and more permanent redundancies "which it is no longer possible to delay further".  
The group, headed by Mr Jacques Calvet, has long criticised the European Commission for giving Japanese carmakers too free a run in the European market. Yesterday's statement complained that the Japanese had

increased by nearly 1 percentage point their share of the European market.  
However, the group noted it had maintained its 11.9 per cent portion of the west European market in the first half, gaining market share in the UK and Germany. It pinned hopes on the newly-launched Peugeot 306 and the Citroën Xantia.  
Group turnover fell 11.4 per cent in the first half, less than the general industry decline. The company said the decline was only 7.1 per cent if the effects of currency devaluations, reducing the return in franc terms of UK, Italian and Spanish sales, were factored out.  
The downturn caused a deterioration in the group's cash flow to FFr5bn in the first half of this year from FFr7.8bn in the same period of 1992.  
But this enabled the group to cover 83 per cent of its FFr6bn investment in plant and equipment in the first six months of this year, with net financial debt standing at FFr17.5bn at June 30, 1993.  
Peugeot's results compare with rival French carmaker, Renault, which in August saw interim profits plunge almost 90 per cent to FFr730m, from FFr8.4bn in the same period a year ago.  
At the time Renault warned that it saw "no sign of recovery in the European market for cars and commercial vehicles".

### INSIDE

#### Revised sectors for FT-SE share indices

From January 1994, a revised industry classification will apply to the FT-Actuaries All-Share Index and other FT-SE UK indices. The changes are evolutionary, not revolutionary: there are now 40 industrial sectors, instead of the previous 35, and many All-Share companies will appear in new sectors. A full list of the new classification appears on Page 37. Companies affected, Page 27. Editorial comment, Page 19.

#### Allianz reveals top holdings

Allianz's decision to disclose its holdings of 10 per cent or more in financial and industrial companies has been hailed as a milestone in the history of the Munich-based insurer. Page 22.

#### US roll of 'worst' performers

IBM, RJR Nabisco and Bethlehem Steel were named yesterday as being among the financially worst performing large companies in the US. Page 23.

#### Queries after Laidlaw departure

The abrupt departure of the chief executive of Laidlaw, the North American waste services and school bus operator, raises a question mark over the Ontario-based company's 28 per cent stake in ADT, the international security services and vehicle auction group. Page 23.

#### Boost for Lloyds Chemists

Acquisitions helped to boost annual profits and sales at Lloyds Chemists which yesterday reported a 40 per cent increase in the annual pre-tax return to £49.7m (£575m). Page 26.

#### Russia hits back at EC curbs

Russia has told the European Commission, which has imposed curbs on Russian aluminium imports, that it is prepared to cut its exports only if western producers undertake similar "self-restrictions". Page 36.

#### Nordic forestry in sector drift

Over the past year few sectors of European industry have performed as well as Nordic forestry. During the past few weeks, however, shares in most of the region's pulp and paper groups have been drifting because of disappointment that the hoped-for market upturn has not materialised. Back Page.

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| Kmart                | 22 | Viacom              | 23 |
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|                      |    | Woodworth           | 23 |

**Chief price changes yesterday**

| FRANKFURT (DM)     |       |        |                   |
|--------------------|-------|--------|-------------------|
| Rheinland          | 1288  | + 23   | Sax. Generale Fr  |
| Deutsche Lufthansa | 1385  | + 40   | Worms Co          |
| Carlson Kontor     | 1385  | + 12.5 | Palais            |
| SEB                | 430.5 | + 12.5 | Cr. Franc. France |
| Schindler          | 1022  | + 23.2 | Interchange       |
| Sud Chemie         | 480   | + 19   | Paris, Reescent   |
| Varta              | 324.5 | + 12.5 |                   |
|                    |       |        |                   |
| NEW YORK (\$)      |       |        |                   |
| Rheinland          | 44    | + 1    | Palais            |
| General Motors     | 28.4  | + 1.5  | Metrom Comm       |
| Liberty Media      | 28.4  | + 1.5  | Metrom Comm       |
| Palais             | 27.4  | + 0.4  | Metrom Comm       |
| General            | 23    | + 0.4  | Metrom Comm       |
| United             | 40.4  | + 0.4  | Metrom Comm       |
| J.C. Penney        | 58.4  | + 0.4  | Metrom Comm       |
| Sumitomo           | 2100  | + 200  | Metrom Comm       |
| Wells Fargo        | 2100  | + 200  | Metrom Comm       |
| Paris Lyonnais     | 823   | + 17   | Metrom Comm       |
|                    |       |        |                   |
| LONDON (pence)     |       |        |                   |
| Rheinland          | 83    | + 4    | Automated Sec     |
| Abbeycrest         | 59    | + 3    | Campan Int        |
| Amber Day          | 59    | + 3    | Elam              |
| Shylo Le           | 92    | + 26   | Galliford         |
| Blockbuster        | 274   | + 14   | Hopwood           |
| Bookalis           | 85    | + 6    | Hopwood           |
| Drum Scent         | 182   | + 15   | Hopwood           |
| Emerson Higgs      | 284   | + 38   | Hopwood           |
| Lynden Chem        | 570   | + 12   | Hopwood           |
| Marshall Thompson  | 276   | + 17   | Hopwood           |
| Metrom Comm        | 165   | + 8    | Hopwood           |
| Palais             |       |        | Hopwood           |

**New York prices at 12.30pm**

|               |      |  |  |
|---------------|------|--|--|
| LIBOR (pence) |      |  |  |
| 3 months      | 5.50 |  |  |
| 6 months      | 5.75 |  |  |
| 12 months     | 6.00 |  |  |
| 3 months      | 5.50 |  |  |
| 6 months      | 5.75 |  |  |
| 12 months     | 6.00 |  |  |

## Roche's sales surge in quarter

By Ian Rodger in Zurich

**ROCHE** Holding, which has just surpassed Merck of the US to become the world's most highly valued pharmaceutical group, has reported an 11 per cent rise in sales in the first nine months of the year, to SFr10.7bn (£7.5bn).  
The figures reflect an 18 per cent surge in sales in the third quarter, more than double the growth rates in the first and second quarters.  
The Basel-based group expected a "further good increase" in sales in the fourth quarter adding: "Barring extraordinary circumstances, another significant increase in group profit is expected for the current year."  
Roche shares, both the widely held "gesamtscheine", or dividend right certificates, and the more closely held bearers, have more than doubled in value in the past year, bucking the trend of investors losing enthusiasm for pharmaceutical shares because of increased political pressure on drug prices.  
Yesterday's midday prices valued Roche at SFr52.3bn. At Wednesday's close in New York, Merck, the largest US drug group, was valued at \$34.35bn, or SFr48.9bn. Glaxo, of the UK, stood at £19.9bn (£30bn).  
Roche said all its divisions contributed to the third-quarter growth. Pharmaceuticals revenues, which account for just over half the total, soared 29 per cent to SFr1.9bn.  
The group said its drug sales had not been affected as much as those of some competitors by political action against high prices. Its products were biased towards the hospital sector, where competitive forces had long been strong in the US. In Germany, where government pressure on prices had also been stepped up, the emphasis was on doctors' prescriptions rather than hospital purchases.  
Roche also pointed out that its sales figures were flattered by the weakening of the dollar.  
Among its new products, the anti-depressant Aurox, introduced for treating high blood pressure and Neupogen for preventing chemotherapy-related disorders showed particularly high growth rates. Other good sellers included Dormicum/Versed, a mild anaesthetic, Furtinal for treating tumours and Roaccutane for severe acne.  
The diagnostics division had a 19 per cent jump in sales to SFr432m mainly because of the good performance of its US service laboratories.  
Sandoz, another large Swiss pharmaceutical group, is hoping for double digit profit growth in 1993. In 1992 Sandoz reported a 34 per cent rise in group net income to SFr1.49bn but attributed half the rise to the introduction of International Accounting Standards.

## Alice Rawsthorn and John Gapper assess the pricing of the first French privatisation An offer investors could scarcely refuse

French economy ministry officials could barely disguise their glee when they announced on Wednesday that the FFr3.3bn (\$1.46bn) institutional tranche of the Banque Nationale de Paris share sale had attracted applications for FFr100bn of shares in just two days, and was closing a week ahead of schedule.  
The reason for BNP's appeal to institutions is obvious - the offer price. Analysts had been expecting a share price of between FFr250 and FFr375 for BNP. But the government pitched the price at only FFr240, valuing BNP, one of Europe's biggest banks, at FFr43bn.  
BNP is the first of up to 21 state-controlled companies scheduled for sale in the Balladur government's privatisation programme. The issue will set the tone for the other sales. Yet the closure of the institutional issue prompted the accusation that the government was over-cautious.  
"Is the price too low? Of course it is," said Mr Thierry Tamers, head of North American equity sales at Baring Securities in Paris. "But it was not a financial calculation, it was political scheming. The Balladur government can't afford to risk its first privatisation being a fiasco."  
There are several reasons to believe the price was set too low. The most obvious is that the only tradable shares in BNP, the non-voting Certificates d'Investissement, yesterday closed at FFr282.  
Since it will cost CI holders FFr5 to buy voting rights, this implies a share price of FFr277.  
Second, the strength of capital flows from US and Japan means that a more tightly priced issue would still have attracted interest. "It was not so much undervaluation as the fact that there is a lot of capital around," said Mr James Alexander, an analyst at Daiwa.  
Third, BNP shares some characteristics with the kind of bank which has drawn investor interest in the US and the UK. That is, a bank which is suffering from asset quality problems and indifferent management, but which has strong recovery potential.  
Evidence is provided by the pricing of the equity at 78 per cent of net asset value, compared with a 120 per cent valuation for Société Générale. SocGen reinforced the impression that it is better run earlier this week by announcing a 9.2 per cent rise in net profits.  
According to this view, the installation of Mr Michel Fabre as BNP's chairman will allow BNP to release some of the value trapped in its large franchise. Reforms such as cost-cutting and refocusing the business should combine with falling provisions to allow a sharp recovery.  
However, other analysts argue that the government would have been unwise to price the issue closer to the level implied by the CI value. One reason is that BNP's share price could yet fall. The second is that there are larger questions about privatisation at stake.  
The rally in bank shares this year might come to grief. Investors have already discounted considerable earnings recovery, and some analysts regard French banks as over-priced compared with those of other countries.  
Shares of banks such as National Westminster, in the UK, and Citicorp, in the US, have rallied as investors have calculated the potential recovery in earnings, as burdens of bad debt fall away. These "normalised" earnings levels - expected in two or three years - are similar to late 1980s figures.  
The ratio of share prices to bank earnings in France are already more demanding than in some other European markets. The multiple for BNP CIs last year was 17.4, compared with an average multiple for Spanish banks, which have performed better than French ones, of 7.7.  
This implies that French bank shares are at least capable of a correction later in the year. This is particularly true given the poor state of the French banking market, which is suffering heavily from poor asset quality in the recession.  
The government's need to allow a suitable margin is made more pressing by the fact that investors in future privatisations will be able to see BNP's fortunes. "The government isn't an ordinary seller," said Mr Thierry Aulagnon, the Trésor official in charge of privatisation. "It needs to maximise the revenue from its entire programme."  
The Balladur government badly needs the income from its proposed share sales to stem its rising budget deficit. Official estimates suggest the deficit will reach FFr317bn this year. However, private sector economists suspect it could go higher. Mr Jean-François Mercier, chief French economist at Salomon Brothers, expects the deficit to grow to roughly FFr345bn for 1993.  
The government is also aware that it faces competition from other European privatisations - the estimated total value is \$100bn.  
Finally, it may have been concerned about public ambivalence towards share ownership. France's last privatisation drive was halted by the October 1987 crash. The misgivings this

caused helped cut the number of individual investors from 5.5m to 4.5m.  
This helps to explain why the administration opted for a safe BNP price.  
However some analysts are concerned that investors will have been encouraged to expect similarly low prices for other issues, thereby raising the risk of reduced returns.  
"Everyone loves a great deal," said Baring's Mr Tamers. "But the BNP issue might have set a bad precedent in that the market may expect sharp discounts for the other privatisations."  
Additional reporting by David Buchanan

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### Bank for sale, going cheap?



**BNP**

| BNP                  | Market capitalisation Oct 6, 1993 (\$bn) | Assets and 1992 (\$bn) | Pre-tax profits 1992 (\$) | Return on assets (%) |
|----------------------|--|------------------------|---------------------------|----------------------|
| BNP                  | 7.6                                      | 284.8                  | 650m                      | 0.24                 |
| Deutsche             | 22.5                                     | 303.8                  | 2.32bn                    | 0.76                 |
| National Westminster | 13.2                                     | 216.5                  | 612m                      | 0.28                 |
| Citicorp             | 14.6                                     | 211.9                  | 1.43bn                    | 0.68                 |

Sources: Datastream, The Banker

## Consumer credit venture for China

By Robert Thomson in Tokyo

AFTER four decades of being judged for their political worthiness, Chinese will be assessed for their creditworthiness under a consumer finance joint venture announced yesterday by Orix, the Japanese leasing company.  
The Shanghai-based venture, claimed to be China's first consumer credit company, will introduce consumers to instalment payments, which until now have generally applied only to housing purchase schemes and Communist Party membership.  
"We will be judging Chinese consumers in the same way that we judge the creditworthiness of Japanese consumers. We are aiming at a managerial class, people who can afford consumer durables," Orix said yesterday. "There hasn't really been a system of giving credit ratings to people in China, so this is a historic thing."  
Credit has been slow to be accepted in China, which first created its own plastic, the Great Wall debit card, seven years ago and has traditionally done business in awkwardly large wads of renminbi or "people's money".  
Shanghai Yintong Trust, or Yin-Xin Credit for short, will open next month. Orix has three Chinese partners, the Industrial and Commercial Bank of China, the Shanghai Number One Department Store and Shanghai Friendship Overseas Chinese Company. Orix and the bank each hold 41.67 per cent, the other two share the rest. Yin-Xin has registered capital of \$2.1m and an initial contract life of 20 years.  
The Japanese company has a long-term vision of Chinese customers borrowing from Orix-linked loan shops and carrying a pocketful of credit cards, if the Chinese government approves.  
Initially, the credit will be provided through state-owned and foreign-backed stores and the sales agents of the Japanese consumer electronics companies. It is intended to support such purchases as television sets, air conditioners and furniture.

at an extraordinary general meeting would give investors an opportunity to depose Mr Montague. The banks, which are negotiating new facilities, could also demand his departure.  
Since 1991 the proportion of the group's equity held as American Depository Receipts has risen from 2 per cent to more than 50 per cent.  
Moody's, the US credit rating agency, said last night it might downgrade the rating on about \$700m of the group's debt from B-2, which is already a so-called speculative grade.  
Lex, Page 20

## Tiphook share value slashed

By Andrew Bolger

**SHARES** in Tiphook, the container leasing and transport rental group, fell nearly 30 per cent yesterday after the loss-making group warned that it would breach its banking covenants.  
The UK-based group, which has debts of \$1.5bn and gearing of more than 470 per cent, is forbidden by articles of association from allowing gearing to exceed 500 per cent. Shareholders will be asked to approve new borrowing limits, and the company said it had begun to negotiate with its bankers.

The announcement was the latest in a series of shocks for the former stock market star. These have caused its market value to collapse from \$851m in 1991 to \$280.86 at last night's close. This latest setback calls into question the future of Mr Robert Montague, Tiphook's executive chairman, who founded the group in 1978. It now operates in 36 countries and has the world's second-largest fleet of containers - after Genstar - and Europe's biggest fleet of trailers.  
Analysts said the need for the group to obtain shareholder approval of new borrowing limits

at an extraordinary general meeting would give investors an opportunity to depose Mr Montague. The banks, which are negotiating new facilities, could also demand his departure.  
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Lex, Page 20

This advertisement appears as a matter of record only.

**ROLLS ROYCE**

**Rolls-Royce plc**

has raised £307 million through a one for four rights issue underwritten by

**N M Rothschild & Sons Limited**

September 1993



## INTERNATIONAL COMPANIES AND FINANCE

# Philips sells video chain to Blockbuster for \$150m

By Ronald van de Krol  
in Amsterdam

PHILIPS of the Netherlands is to sell all its 430 video and music retail stores in the US to Blockbuster, the US video rental and retail group, for \$150m.

The Dutch electronics group, which owns about 7.5 per cent of Blockbuster's share capital, said that its shareholding could rise to about 10.5 per cent if Blockbuster decided to pay for the stores with its own shares.

However, Blockbuster, the world's biggest video retailer, may choose to pay cash, or in both cash and shares.

The deal is expected to be completed by the end of next

month. Philips said the disposal reflected the dominance of the US market by a handful of large companies such as Blockbuster, which operates more than 3,250 video rental shops, most of them in the US. Philips said the US stores would be better off in the long term under Blockbuster's ownership.

The 430 stores being sold belong to Philips' Super Club subsidiary, and they account for about three quarters of Super Club's annual turnover of \$1.85bn (\$466m).

After the sale, Super Club will consist of 320 video rental shops in the Netherlands and Belgium.

The US stores are profitable, but those in the Benelux are

loss-making. The European market is more fragmented than that of the US, and Philips said it had no plans to sell off the stores in the Netherlands and Belgium, where Super Club is the market leader.

Philips, one of Europe's few remaining producers of video cassette recorders, televisions and compact disc players, has been trying in recent years to gain control of retail channels for software such as CDs and video cassettes.

The company said the US disposal did not mark a setback because it remained closely involved in the US retail market through its investment in the Blockbuster group.

# Central bank acts on Ferruzzi deadlock

By Robert Graham  
in Rome

THE Bank of Italy is attempting to help break the deadlock between the administrators of the collapsed Ferruzzi-Montedison group and the creditors banks over proposals to call a temporary moratorium on debt service payments.

Debt service payments are reportedly in the region of L130bn (\$81.61m) a month. Mr Guido Rossi, the chief administrator of Ferruzzi-Montedison, is seeking a moratorium of at least until the end of the year in order to launch a rescue plan for Italy's second largest private group.

This is being opposed strongly by the 100-odd foreign banks. Without an agreement there is a risk of one or several of the banks pressing for bankruptcy proceedings. At the end of last May the Ferruzzi group had outstanding debts of L28,000bn. Of this sum foreign banks account for L8,500bn.

Representatives of the 300 foreign and Italian banks are due to meet at the Bank of Italy in Rome today. This is likely to be one of the last opportunities to hammer out a common approach to rescuing Ferruzzi-Montedison in advance of October 14.

Ferruzzi Finanziaria (Ferruzzi), the principal holding company, is then due to approve its half-year results. These results were not approved at a board meeting on September 30 because the extent of losses was liable to alter substantially, depending on the outcome of the agreement with the creditor banks.

The Bank of Italy yesterday was careful to point out it had not formally called the meeting but was merely acting as a neutral host.

However, a senior Italian banker said the central bank would be deploying its powers of "moral persuasion". Previously the Bank of Italy had hosted a meeting between the creditors and Ferruzzi-Montedison at its Milan offices. The choice of Rome underlines the venue's importance.

# Allianz disclosure helps clear fog

David Waller writes on the unveiling of the insurer's financial might

ALLIANZ'S decision to disclose its holdings of 10 per cent or more in financial and industrial companies is a milestone in the history of the Munich-based insurer.

The significance of the move lies in what was disclosed - large stakes in 11 German financial and industrial companies and five foreign ones - and because the disclosure was made at all.

It serves to flesh out the contours of Allianz's role as a dominant force in German corporate and financial life, a position the company shares with the Deutsche Bank, Germany's biggest bank. It demonstrates the shareholdings that criss-cross corporate Germany.

There has never been any doubt about Allianz's financial might. Its portfolio of investments was worth DM184bn (\$108bn) at book value alone at the end of last year. As Mr Emilio Galli-Zugano, the group's Italian press officer, likes to joke, this would be enough to settle his home country's national debt.

Some of the bigger equity holdings have been known for some time. For example, the 25 per cent stake in Münchener Rückversicherung, the world's largest reinsurance company, 22 per cent in Dresdner Bank, Germany's second biggest bank, and more than 20 per cent in the Bayerische Hypo-Bank, another large bank.

The size of other stakes

Premium income at Allianz is likely to rise by 14 per cent this year to DM62bn (\$38.5bn), Mr Mr Henning Schulte-Noelle, group's chief executive told Wednesday's shareholders' meeting, writes David Waller.

At the same time, the level of losses on the group's mainstream insurance activities - the so-called technical result - was set to fall from the 1992 level, he said.

Total profits, which include earnings in interest income as well as the technical result, would increase in 1993. Last year the net profits dropped by 18 per cent to DM1.68bn, fractionally lower than in the previous year.

Barring unforeseen catastrophes in the final months of the year, this would probably enable Allianz to pay the same level of dividend as last year, Mr Schulte-Noelle said. The 1992 dividend was DM12.50 per share.

could previously only be guessed at.

Now we know that Allianz owns 14.4 per cent of the BASF chemicals group, 12.9 per cent of the RWE energy-based conglomerate, 14.8 per cent of the Linde engineering group, 12.1 per cent of the Veba conglomerate, 16.9 per cent of BHF-Bank. In total, Allianz revealed stakes worth DM8.9bn at the end of June. This is only part of the portfolio, as only stakes of 10 per cent or more were disclosed.

Allianz's tradition of secrecy was the hallmark of Mr Wolfgang Schieren, the architect of the company's spectacular expansion over a number of decades. Two years ago he stepped up from his position as chief executive to the supervisory board, succeeded by Mr Henning Schulte-Noelle.

Mr Schulte-Noelle would have had to make the disclosure

acted. It has to be seen in the context of moves by a number of large companies to enhance their disclosures to shareholders.

The most obvious example was Daimler-Benz's move to publish its accounts according to US Generally Accepted Accounting Principles (US GAAP), a precondition of the mould-breaking listing of its shares on the New York stock exchange earlier this week.

German banks have also taken steps to bring standards of disclosure up to what Mr Hilmar Kopper, Deutsche Bank's chief executive, has jokingly described as the standards of the "civilised" (ie non-German) world.

German corporates are increasingly keen to engage in investor relations activities. This was brought home again this week as retailer Kaufhof Holding announced plans to establish a sponsored American depositary receipt programme for its shares in New York, thus becoming only the second non-financial German company to woo US investors community in this way.

These developments show a decisive, if not all-pervasive, shift in the attitude of the management of big German companies to minority shareholders - predominantly the foreign institutional investors whose interests have not tended to be paramount in German corporate decision-making.

# BaE plans sale of Dutch unit

By Ronald van de Krol  
in Amsterdam

BRITISH Aerospace has agreed in principle to sell Ballast Nedam, its Dutch-based construction subsidiary, to the Dutch dredging company Boskalis for around \$150m (\$363m).

The transaction is effectively a reverse takeover, since Ballast Nedam is more than twice as large as Boskalis in terms of turnover.

Boskalis, the world's leading dredger, will finance part of the acquisition through a \$130m share issue. It gave no details but said the tie-up with Ballast Nedam was expected to lead to higher earnings per share, provided that market conditions remained stable.

The deal ends a period of uncertainty about the future of the Dutch construction company. BaE is disposing of the business to help restructure and focus on core activities.

Last month, Ballast Nedam and Boskalis disclosed that they were looking into "possibilities of co-operation", including the option of a full equity link-up. Earlier, Ballast Nedam had attempted to arrange a flotation, but BaE objected, prompting the Dutch company's chairman to resign.

The sale to Boskalis, which is listed, will fulfil Ballast Nedam's hopes of gaining access to the Amsterdam stock exchange.

# Trebruk buys Polish paper group

By Christopher Bobinski  
in Warsaw

TREBRUK, a Swedish paper producer, yesterday took over Poland's heavily indebted Kozłyszyn pulp and paper manufacturer for \$90m (\$40m).

The Swedish group will take over a 180bn zloty debt which is to be repaid in annual tranches over the next three years. It has promised to invest \$55m in the plant.

Last summer, a number of local creditors agreed to waive Kozłyszyn 275bn zlotys worth of debts to make the sale possible.

Trebruk's investment funding for Kozłyszyn is to come from a \$32m loan from the

European Bank for Reconstruction and Development (EBRD) of which at least \$7m will be syndicated to Polish and foreign commercial banks.

The EBRD financing is conditional on the raising of a further \$20m by Trebruk from the Nordic Environment Finance Corporation and other investors.

Trebruk is planning to quadruple output at the Kozłyszyn plant on the Oder river, 70km from Berlin, to increase exports to the EC. Mr Olle Grundberg, the company's chairman said yesterday.

In 1988, Kozłyszyn produced 68,000 tonnes of paper compared to 169,000 tonnes of paper produced in that year at

Kwidzyn, the most modern Polish mill which was sold last year for \$175m to the International Paper Company of the US.

The deal leaves several more paper companies to be sold including the Kielec paper works.

The Polish government was advised on the privatisation of the sector by Hambro's Bank until the end of June this year when Hambro's contract was not renewed.

Schroders, which earlier this year advised the Polish government on the privatisation of the Wielkopolski Bank Kredytowy, has established a wholly-owned subsidiary in Poland.

# Company classifications alter

By Maggie Urry in London

A COMPREHENSIVE review of the companies and sectors which make up the FT-SE Actuaries Share Indices has been undertaken for the first time since 1970.

As a result 303 companies have been reclassified and a number of new economic groups, industry sectors and sub-sectors created.

The new system will take effect from January 4, replacing two existing classification methods, the FT-Actuaries and Stock Exchange indices.

Mr Nicholas Fitzpatrick, a partner of Bacon & Woodrow,

the actuaries, who chaired the classification committee which drew up the new model, said the system was universally accepted by fund managers and the committee was keen to preserve its authority.

He said it is intended to provide a service to investors by grouping companies together in homogeneous industry sectors and sub-sectors.

Companies were informed of their new classifications by letter yesterday. RTZ, Rank Organisation and Inchcape, three large companies thought to be unhappy about the new sectors to which they have been assigned, each said yesterday they were considering the implications of their moves before commenting.

For the first time, the rules on which classification decisions are made have been published. Companies are placed in sub-sectors on the basis of the derivation of published, audited profits. The rules say "no changes in industry classification will be made on the basis of promises of action or assertions by directors".

All 2,375 listed and USM-quoted companies have been pigeonholed.

Editorial comment, Page 18; Companies affected, Page 27; New classifications, Back Page

# Matra lifted by Taiwan ruling

MATRA-Hachette, the French defence electronics and media group, yesterday announced that its 1993 results should benefit from the successful conclusion of a Taiwan legal case over damages for the delay in construction of the Taipei metro, writes Alice Rawsthorn in Paris.

Mr Jean-Luc Lagardère, chairman, had previously predicted "significantly higher" net profits for Matra-Hachette in 1993 over 1992, when it made FFy354m (\$61m).

Yesterday the group said the Taipei department of transport was obliged to pay damages of \$37m.

**Notice to the Noteholders of THE CIT GROUP HOLDINGS, INC.**

**\$10,000,000.000**  
8% Notes due November 26, 1994

NOTICE IS HEREBY GIVEN, pursuant to paragraph 6 (a) on the reverse side of the 8% Notes due November 26, 1994 (the "Notes") of The CIT Group Holdings, Inc. (the "Corporation"), that the Corporation will prepay on November 26, 1993 (the "Prepayment Date") \$10,000,000.000 of the outstanding aggregate principal amount of the Notes at 100.0% of the outstanding principal amount thereof, plus accrued interest to but not including the Prepayment Date.

The aggregate principal amount of the Notes outstanding on the date hereof is \$10,000,000.000. On the Prepayment Date, \$10,000,000.000 of the outstanding aggregate principal amount of the Notes will become due and payable. Upon receipt of payment by the Corporation, the Notes shall surrender the Notes, together with all coupons maturing subsequent to the Prepayment Date, by hand or by mail at the office of The CIT Group Holdings, Inc. as follows:

The CIT Group Holdings, Inc.  
1211 Avenue of the Americas  
New York, New York 10036  
Attention: Corinne M. Taylor  
Senior Vice President & Treasurer

Accordingly, no interest shall accrue or be payable on or after the Prepayment Date on the principal amount of the Notes, which will become due and payable on the Prepayment Date.

THE CIT GROUP HOLDINGS, INC.

by The Dai-ichi Kangyo Bank (Luxembourg) S.A.  
as Fiscal Agent

Dated: 8th October, 1993

**THE AETNA INTERNATIONAL UMBRELLA FUND**  
Société d'investissement à capital variable  
47, Boulevard Royal  
L - 2449 Luxembourg  
R.C. Luxembourg No. B27.471

We are pleased to inform shareholders of

**THE AETNA INTERNATIONAL UMBRELLA FUND**  
that interim dividends for the quarter ended September 30, 1993 have been declared for the funds shown below. The dividends are payable on October 14, 1993 to shareholders on the register as at the close of business on September 30, 1993.

Dividend per share  
(expressed in units of the relevant fund base currency)

|                                   | Class A     | Class B |
|-----------------------------------|-------------|---------|
| Australian Dollar Bond Fund       | AS 0.1077   | N/A     |
| Canadian Dollar Bond Fund         | CS 0.1092   | 0.1008  |
| Deutsche Mark Bond Fund           | DEM 0.0764  | 0.0640  |
| Managed European Bond Fund        | US\$ 0.0533 | 0.0508  |
| Sterling Bond Fund                | GBP 0.0851  | 0.0793  |
| US Dollar Bond Fund               | US\$ 0.0694 | 0.0546  |
| Yen Bond Fund                     | YEN 4.1381  | 3.9983  |
| Deutsche Mark Liquid Reserve Fund | DEM 0.0056  | N/A     |
| Sterling Liquid Reserve Fund      | GBP 0.0911  | N/A     |
| US Dollar Reserve Fund            | US\$ 0.0291 | N/A     |
| Yen Liquid Reserve Fund           | YEN 4.9975  | N/A     |

By order of the Board of Directors

Notice given by News Publishers Finance Limited in relation to

**News Publishers Finance Limited**  
**150,000 5%**

Exchangeable Guaranteed Redeemable Preference Shares due 1998

Notice is hereby given to holders of Preference Shares in News Publishers Finance Limited (the "Issuer") that the Issuer will redeem all outstanding Preference Shares at par together with accrued dividend on 8 November 1993.

October 8, 1993, London  
By: Citibank, N.A. (Issuer Services)

**CITIBANK**

**JOHANNESBURG CONSOLIDATED INVESTMENT COMPANY, LIMITED**  
(Incorporated in the Republic of South Africa)  
Registration number 01/00429/06

**DIVIDEND NO. 135 ON SHARE WARRANTS TO BEARER**

Pursuant to the notice published on 8th September 1993 holders of share warrants to bearer are informed that payment of the above dividend will be made at the rate of exchange of 1 rand equals 18.181340p on or after 25th October 1993 upon surrender of coupon no. 135 to Barclays Bank Plc, Stock Exchange Services Department, 168 Fenchurch Street, London EC3P 3HP.

|   | Amount per share | US\$ (approx.) |
|---|------------------|----------------|
| Gross amount of dividend declared   | 17.2832          |                |
| Less: South African Non-Resident Shareholders' Tax @ 12.36%                           | 2.1387           |                |
| Amount payable where a UK Income Revenue declaration is lodged with coupons           | 15.1295          |                |
| Less: United Kingdom Income Tax @ 7.64% on the gross dividend (See notes 1 & 2 below) | 1.3189           |                |
| Amount payable where coupons are lodged without a UK Income Revenue declaration       | 13.8106          |                |

Coupons must be listed on forms obtainable from Barclays Bank Plc and deposited for examination on any weekday (Saturday) excepted at least seven clear days before payment is required.

Johannesburg Consolidated Investment Company (London), Limited  
3-4 Holborn Circus  
LONDON EC1N 2HS  
8th October 1993

P.E.C. Dexter  
Secretary

NOTES:

(1) The gross amount of the dividend for use for United Kingdom Income and Surplus purposes is 17.2832p.

(2) Under the Double Taxation Agreement, between the United Kingdom and the Republic of South Africa, South African Non-Resident Shareholders' Tax applicable to the dividend is allowable as a credit against the United Kingdom Tax payable in respect of the dividend. The deduction of tax at the reduced rate of 7.64% instead of at the standard rate of 20% represents an allowance of credit at the rate of 12.36% in respect of South African Non-Resident Shareholders' Tax.

**ABBEY NATIONAL TREASURY SERVICES PLC**  
(FORMERLY ABBEY NATIONAL BUILDING SOCIETY)  
**\$42,000,000 AMORTISING SUBORDINATED FLOATING RATE SERIAL NOTES DUE 1997**

In accordance with the provisions of the Notes, notice is hereby given as follows:

- \* Interest period: October 5th, 1993 to January 5th, 1994
- \* Interest payment date: January 5th, 1994
- \* Interest rate: 6.4375% per annum (including the margin)
- \* Coupon amount: £16,226.03 per Note of £1,000,000

Agent Bank

**PARIBI INTERNATIONALE A LUXEMBOURG**

**PAN - HOLDING**  
Société Anonyme - Luxembourg

The consolidated net assets as of September 30, 1993, amounted to USD 325,494,335.47, i.e. USD 991.81 per share of USD 200 par value, an increase of 16.8% since December 31, 1992 dividend excluded, and of 18.5% after incorporating the USD 9.50 dividend paid on July 1, 1993.

The consolidated net asset value amounted to USD 820.47 per share as of September 30, 1993.

The half-yearly report to June 30, 1993, which includes a brief review of the investment strategy for the first 6 months, is available at the Company's P.O. Box 408, L-2014 Luxembourg, as well as at the "Société de la Bourse de Luxembourg" and at the "Société des Bourses Françaises".

As of October 25, 1993, the address of the Company is changing to: 7, Place du Théâtre, L-2613 Luxembourg. Telephone, telex and fax numbers remain unchanged as does the P.O. Box.

**Buffelsfontein Gold Mining Company Limited**  
(Reg No 05/33934/06)  
(Incorporated in the Republic of South Africa)

**Results of meetings of Buffelsfontein shareholders**

UAL Merchant Bank Limited is authorised to announce that further to the announcement of 4 August 1993, in which the directors of Buffelsfontein and Bestrix Mines Limited ("Bestrix") proposed that the rights attaching to the cumulative preference shares in Buffelsfontein ("the preference shares") be varied, subject to the necessary approvals of Buffelsfontein's preference and ordinary shareholders, full details of which proposals were contained in a circular posted to shareholders on 15 September 1993:

- the ordinary resolution sanctioning the variation of the rights attached to the preference shares was passed at the separate general meeting of the holder of the preference shares held on 7 October 1993; and
- the ordinary resolution approving of the variation of the rights attached to the preference shares was passed at the general meeting of Buffelsfontein ordinary shareholders held on 7 October 1993; and
- the special resolution effecting the required changes to the terms of the preference shares, as contained in the articles of association of Buffelsfontein, was passed at a combined general meeting of the holder of the preference shares and the Buffelsfontein ordinary shareholders held on 7 October 1993 ("the combined general meeting").

The special resolution passed at the combined general meeting has been lodged with the Registrar of Companies for registration.

The listing of the 9 000 000 new Bestrix ordinary shares to be issued by Bestrix to Buffelsfontein ordinary shareholders will commence on the Johannesburg Stock Exchange and on The International Stock Exchange of the United Kingdom and the Republic of Ireland Limited, with effect from the commencement of business on Monday, 11 October 1993.

Share certificates in respect of new Bestrix ordinary shares will be posted by certified mail in South Africa and by first class mail in the United Kingdom, to Buffelsfontein ordinary shareholders entitled thereto, on Monday, 11 October 1993.

Where applicable, cheques or bankers drafts in respect of monies due on the sale of fractional entitlements to new Bestrix ordinary shares will be posted by certified mail in South Africa and by first class mail in the United Kingdom, to Buffelsfontein ordinary shareholders entitled thereto, on Monday, 11 October 1993.

Johannesburg  
8 October 1993

**Notice of Payment of Principal Installment and Interest**

**Siderca S.A.L.C.**  
(INCORPORATED IN ARGENTINA)

**10% NEGOTIABLE OBLIGATIONS - CLASS 1991**

Notice is hereby given of the payment on November 8, 1993 of the third installment of principal and the fourth payment of interest on the 10% Negotiable Obligations - Class 1991.

The payment of the principal installment will be equal to 11.11% of the face value of the Negotiable Obligations.

For the 185 day (260 day basis) interest period from May 7, 1993 to November 8, 1993 interest will be payable in US Dollars per \$1,000 denomination, \$39.97 per \$10,000 denomination, \$399.70 per \$100,000 denomination, and \$3,997.00 per \$1,000,000 denomination.

The corresponding payment of principal and interest shall be effected upon presentation of Coupon No. 4, as of November 8, 1993, to the respective Paying Agents as follows:

The Bank of New York  
46 Broadway Street  
London W1X 6AA, England  
Between 9:30 a.m. and 4:30 p.m.  
Banco Bradesco S.A. - Banco  
Ave. Mariz 24  
B1500 Buenos Aires, Argentina  
Between 9:30 a.m. and 4:30 p.m.  
(Payment in Buenos Aires requires five business days prior coupon presentation.)

**The Bank of New York**  
as Fiscal Agent

October 8, 1993

**FT CONFERENCES**

**INTERNATIONAL PACKAGING & THE ENVIRONMENT**  
London, 18 and 19 October  
Legislation and the opportunities and problems facing the packaging industry and its customers will be reviewed together with co-operation in the packaging chain, recycling versus incineration. Speakers include: Hans Alders, Dutch Minister for the Environment; Clemens Strohschneider from the German Federal Ministry for the Environment; Yannis Paleokrassas of the EEC; David Veltch for Procter & Gamble Europe and Mr Dermot Smurfit from Jefferson Smurfit Group.

**AFTER THE RECESSION - WORLD COMMERCIAL AVIATION AT THE CROSSROADS**  
Dubai, 8, 9 & 10 November  
Timed to coincide with the Dubai International Aerospace Exhibition, the conference will examine in depth the political, economic and structural changes which the commercial aviation industry is now facing and which will influence corporate policy and planning in the years ahead. Speakers include: H H Sheikh Ahmed Bin Saad Al Maktoum, President of the Dubai Department of Civil Aviation; Tan Sri Zain Azman, Chairman of Malaysia Airlines; Mr Pieter Bouw, President of KLM Royal Dutch Airlines; Mr Colin Berrington, Assistant Chief Executive, GFA Group plc, and Dr William Fromme, Director, Air Navigation Bureau, International Civil Aviation Organisation.

**WORLD ELECTRICITY**  
London, 16 & 17 November  
This seventh Financial Times/Power In Europe conference will examine how the electricity industry is responding to a more competitive environment. Speakers include: Mr Nicholas Argyris, Commission of the European Communities; Dipl.-Ing Ludwig Strauss, Bayernwerk AG; Mr Tan Aikeng, Ministry of Electric Power, People's Republic of China; Mr Alfredo Elias Ayala, Under Secretary for Energy, Medcor; Mr Gianfranco Castelli, ENEL SpA and Mr Jaap R van Deventer, Eskom, South Africa.

**THE PETROCHEMICAL INDUSTRY - GLOBAL PROSPECTS BEYOND THE RECESSION**  
London, 22 & 23 November  
Speakers will review the current challenges facing petrochemical producers and consider the longer term outlook for the industry, with presentations by: Mr Robert D Kennedy, Union Carbide Corporation; Dr Marcello Colli, Enichem SpA; Mr Mikoto Takeda, Maruch, Inc; Mr Edward A Wilson, Dow Europe SA and Mr Paul du P Kruger, Sasol Limited.

**DOING BUSINESS WITH SPAIN - THE ECONOMIC CHALLENGE OF THE NEW GOVERNMENT**  
Madrid, 1 & 2 December  
The FT's annual conference, arranged with Expansión and Actualidad Económica, will review the economic, budget and labour policies of the new Spanish Government as well as important questions on Europe's future and the conditions for monetary and political union. The distinguished panel of speakers includes: D. Pedro Solbes Mira, the Spanish Minister of Economy & Finance; Prof Dr Otmar Issing, Member of the Board, Deutsche Bundesbank; D. José Antonio Grinan Martínez, the Spanish Minister of Labour & Social Security; and D. Luis Angel Rojo, Governor of the Bank of Spain.

**WORLD TELECOMMUNICATIONS**  
London, 7 & 8 December  
The conference debate will focus on the trends changing the shape of the world telecommunications industry, with particular emphasis on regulation and the methods, challenges and obstacles of privatisation. Speakers include: Mr Don Cruickshank, Director General of OFTEL; Mr James H Quello, Chairman of the Federal Communications Commission; Mr Marc Dandele, Director of Eutels, French Ministry of Posts and Telecommunications; Mr Pál Horváth, Director General of the Hungarian Telecommunications Company and Mr Beesat Kik, Chief Executive Officer of Belgacom.

**PENSIONS - A TIME FOR CHANGE**  
London, 7 & 8 December  
Following the publication of the Goodie Committee's Report, the conference will discuss key issues of concern to pension fund administrators and their advisers; review the implications for the industry of the Report and examine investment strategies in a climate of low inflation. Mr William Hague MP, Parliamentary Under Secretary of State at the Department of Social Security will give the opening address.

All enquiries should be addressed to: Financial Times Conference Organisation, 102-103 Clerkenwell Road, London EC1M 6SA. Tel: 071 814 8770 (24 hour answering service) Telex: 27347 FTCONF G Fax: 071 873 3975/3969



## 'Poor performers' list gives ammunition to institutions

**By Karen Zagor in New York**

result in the sale of the Attwoods stake or closer links between the two companies. Laidlaw is the third biggest waste management and recycling operator in the US, while Attwoods ranks fourth.

Laidlaw was one of Canada's fastest-growing companies in the 1980s, but has suffered in recent years from the slump in the North American waste management business and the legacy of its earlier rapid expansion. It suffered a US\$33.6m loss in the three months to May 31, including a \$120m write-down on its solid waste business.

Fourth-quarter earnings are due to be published after next week's board meeting. One analyst predicted that the company would do little better than break even.

corporate governance movement in targeting poorly performing companies.

Institutions have also been given more power to launch concerted action against problem companies by the Securities and Exchange Commission, which a year ago changed its rules to allow easier communication among investors.

However, in a change of tac-

A further demonstration of growing investor sophistication came this week with the release by TIAA-CREF, the US teacher's fund which is the world's largest pension system.

The fund believes this may be the first all-inclusive document of its kind in the investment industry and it has sent copies to all 1,500 companies in which it holds stocks.

An unusual feature of the document is its belief that a board should be composed of people "who reflect diversity of experience, gender, race and age".

## Abbott Laboratories 15% ahead

**By Richard Waters  
in New York**

has launched a legal suit seeking to block the QVC bid, alleging it is the latest in a series of efforts to monopolize the cable industry by Mr John Malone, who is president of TCI and also heads Liberty.

TCI says the suit is frivolous but Viacom has also been suggesting the QVC offer could face problems in Washington with anti-trust regulators.

At lunchtime in New York, shares in Liberty stood \$1% higher at \$28 $\frac{1}{2}$ , on top of a rise of almost 6 per cent on

## s warning

performance in the optical fibre business and improved operating earnings in information display, science products and pharmaceutical services. Earnings from equity interests were also expected to improve over last year.

He added that the group was aggressively responding by getting its cost structure better aligned with current business conditions.

Corning expects to release its results on October 19.

## Corning issues earnings warning

However, the group was

enjoying a continuing strong performance in the optical fibre business and improved operating earnings in information display, science products and pharmaceutical services. Earnings from equity interests were also expected to improve over last year.

He added that the group was aggressively responding by getting its cost structure better aligned with current business conditions.

Corning expects to release its results on October 19.

# Meeker qu

By Karen Zagor

**METRO-GOLDWYN-MAYER,** the Hollywood film studio owned by the French bank

Crédit Lyonnais, announced the resignation of Mr Charles Meeker, president.

Mr Meeker's departure is the latest in a string of executive changes as the French bank tries to resuscitate the studio

## Meeker quits as MGM president

before selling it. In July, the

bank ousted Mr. Alan Ladd Jr., who had run MGM for more than two years, and brought in Mr. Frank Mancuso, former chairman of Paramount Pictures, to take his place.

of MGM and United Artists, its companion studio, in 1992 after foreclosing on loans it made to Mr Giancarlo Parretti, an Italian

In August, Mr John Calley, a Warner Brothers executive in the 1970s, was named head of United Artists Pictures, a studio which had been inactive for years.

[illegible]

*All of these securities having been sold, this announcement appears as a matter of record only.*

October 1998

**23,500,000 Shares**

**Belden Inc.**

**Common Stock**

---

**4,700,000 Shares**

*This portion of the offering was underwritten by the International Underwriters.*

**Dillon, Read & Co. Inc.**

**Merrill Lynch International Limited**

**Swiss Bank Corporation**

**ABN AMRO Bank N.V.**    **Caisse des Depots et Consignations**    **Cazenove & Co.**    **Commerz Bank A.G.**  
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**18,800,000 Shares**

*This portion of the offering was underwritten by the U.S. Underwriters.*

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Securities Corporation

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**Oppenheimer & Co., Inc.**    **PaineWebber Incorporated**    **Prudential Securities Incorporated**

**Robertson, Stephens & Company**    **Salomon Brothers Inc**    **SBCI Swiss Bank Corporation**  
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**Smith Barney Shearson Inc.**    **Wasserstein Perella Securities, Inc.**    **Wertheim Schroder & Co.**  
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**Dean Witter Reynolds Inc.**    **The Chicago Dearborn Company**

## INTERNATIONAL COMPANIES AND FINANCE

## Fall in markka helps Outokumpu back to the black

By Hugh Carnegie in Stockholm

THIS year's steep fall in the markka helped Outokumpu, the Finnish state-owned mining and metals group, to a FM133m (\$23m) profit before extraordinary items in the first eight months of the year, a sharp turnaround from a loss of FM62m in the same period last year.

But Mr Jyrki Juusela, chief executive, warned that metals markets were in worse shape than had been predicted earlier in the year. "In this market situation, a continued positive development of the result depends on the impact of measures taken to enhance efficiency and on improved competitiveness due to exchange rate movements," he said.

Group sales, at FM10.5bn, were ahead 29 per cent compared with last year's FM8.15bn. Operating profits grew even more strongly, rising to FM70m from FM34m. Profits after extraordinary items were FM391m, against a

loss last time of FM62m, due to a FM258m contribution from a debt restructuring in Spain.

Sales were up in all four main divisions - base metals, copper, stainless steel and technology products. But the growth in base metals sales from FM2.3bn to FM3.07bn was inflated by the inclusion of OM Group of the US, now 96 per cent owned by Outokumpu, but which it intends to sell.

Outokumpu, 57.5 per cent owned by the Finnish government, postponed the planned sale of OM group earlier this year because of poor market conditions. But it said it now intended to complete the sale, by public offering to US investors, by the end of this year. The sale is expected to raise up to \$170m.

Despite low prices, particularly for nickel and zinc, and losses in both base metals and copper divisions, Outokumpu said it had begun work on a FM1.8bn programme to modernise and expand its copper smelter and nickel production line at Harjavalta in Finland.

## Swedish forestry groups plan to merge

By Christopher Brown-Humes in Stockholm

ASSI and Domän, two state-owned Swedish forestry groups, yesterday announced plans to form Sweden's fourth largest pulp and paper company through a merger.

The government said it favoured the move in principle, noting that the combined group would be stronger and easier to privatise, but has taken no final decision.

It would be one of three state-owned groups, alongside the power group Vattenfall and the pharmaceutical company Procordia, which could be sold off next year.

Assi and Domän have combined sales of nearly SEK13bn (\$1.6bn) and employ 11,000 staff, 4,000 of them outside Sweden. The aim is to effect a fusion from the start of next year, 52 years after the companies were split apart and after 30 years of on-off merger talks.

The two companies have no overlapping activities, and together would form a financially strong group with an equity-assets ratio of some 80 per cent.

Domän is Sweden's biggest forestry owner, with 3.4m hectares of land, and its biggest sawmill owner, with a capacity of 800,000 cu metres a year.

Assi, which acquires 35 per cent of its wood from Domän, is predominantly a packaging group, producing 1m tons of packaging paper and board a year, and 640,000 tons of corrugated board and boxes.

It has operations in eight European countries, excluding Sweden.

Assi and Domän said they might eventually be interested in bidding for NCB, another forestry group which is majority-owned by the state, but they stressed there were no ongoing talks.

Forvaltnings AB Ratos, the investment group, has sold its shareholding in AB Industrivärden for a total of SEK640m. The stake, about 10 per cent of Industrivärden's capital, was bought by a number of Swedish and foreign investors.

## Caribbean groups look north for investors

Jamaica and Trinidad and Tobago can now trade in ADRs, reports Canute James

THE progressive deregulation of the economies and the financial markets in Trinidad and Tobago and Jamaica has triggered a second wave of corporate forays into foreign territory.

The state-run Trinidad and Tobago Unit Trust has been granted permission by the US Securities and Exchange Commission to seek investments through US dollar-denominated portfolios. And the SEC has given the go-ahead for Jamaica's privately owned Ciboney hotels group to trade its shares through American depositary receipts on the US over-the-counter market.

Local bankers and stockbrokers say these forays into the US market would not have been possible had not barriers to the movement of money been dismantled and currencies floated, giving business the room and confidence to successfully operate.

The SEC's green light for the Trinidad and Tobago Unit Trust will allow international investors to buy into the government-sponsored Chaconia income and growth fund. The 60,000 existing unit holders will benefit from a wider investment brief. The minimum initial investment is US\$1,000 with subsequent investments a minimum of \$250.

"This will allow local and US investors to place in their investment portfolio a US dollar-denominated security sponsored by a Trinidad and Tobago entity, but operating under the strict surveillance and supervision of the US regulatory system," according to Mr Henry Sealey, executive director of the United Trust.

The fund will have to conform to the operational, disclosure, reporting and prudential requirements of US regulations which govern mutual funds in the US. "These requirements should make the prospective investors feel comfortable and secure," Mr Sealey said.

The fund will invest in US government securities, investment grade corporate bonds, investment grade foreign government bonds, equity securities in US, UK and Trinidadian companies, certificates of deposit and money market funds.

"It is perhaps the giant step towards creating in Trinidad and Tobago a dynamic and flexible financial institutional network necessary for the establishment of the country as the financial centre of the Caribbean," Mr Sealey said.

Jamaica's Ciboney has jumped into the US over-the-counter market with an issue of depositary receipts that will allow the company's shares to be traded in the US. The receipts will be issued by Citibank.

Ciboney owns 90 per cent of the Ciboney Radisson Hotel and 34 per cent of Sandals Ocho Rios Hotel, two of Jamaica's larger holiday resorts. The group turned in after-tax profits of J\$77m (US\$3.46m) for the nine months ended February 1993, against a profit of J\$12m a year earlier.

Mr Ivor Alexander, executive director of Ciboney, said the depositary receipt registration could be upgraded to a full listing on a US stock exchange. And he said that was a move

that the company would eventually consider. "Although trading will take place on the over-the-counter market, Ciboney can apply, in due course, for listing on a US stock exchange, and the depositary receipt registration is a natural step in this direction," he said.

Mr Alexander said Ciboney, which is listed on the Jamaica stock exchange, had 13,000 shareholders, and the "broad-based public ownership" was conducive to "vibrant" trading of depositary receipts.

According to Citibank, trading in depositary receipts in the US in 1991 was valued at US\$91.1bn, representing 4 per cent of the value of trading on the New York Stock Exchange, Amex and Nasdaq.

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## Battle for Australian dairy group heats up

By Nikki Tait in Sydney

THE BATTLE for the control of Associated Dairies, the Victoria-based dairy products company, intensified yesterday, with Queensland's QUF Industries saying it was prepared to improve its offer to A\$2.97 a share. It had previously offered A\$2.95, valuing its target at A\$72m (US\$46.4m).

QUF said its move followed advice that Australian Co-Operative Foods, a rival suitor, was increasing its bid to A\$2.96 from A\$2.85. QUF also said it

had held further talks with the Trade Practices Commission, and expects a favourable recommendation next week.

The takeover battle follows a spate of consolidations in Australia's dairy industry. Estimates suggest QUF will control about 24.5 per cent of the dairy market nationally if it gains control of Associated Dairies, against 27 per cent for National Foods which recently won control of United Dairies. Australian Co-operative has a 22 per cent market share.

● Applications for shares in

Austoft Holdings, the sugar cane manufacturer being floated on the Australian stock market by its UK-based parent, BM Group, have closed early, the issue being oversubscribed.

BM Group, the engineering company engaged in a programme of disposals and debt reduction measures, announced plans to float off Austoft at the start of September. Lists for the 39.7m Austoft shares on offer opened three weeks ago, and were due to close on October 15. Austoft shares are being sold at A\$1

each, raising almost A\$40m.

George Weston Foods, the bakeries and biscuits company which is part of the Associated British Foods group, yesterday reported an after-tax profit of A\$52.4m for the year ended July, compared with a A\$49.7m surplus last time. Sales rose from A\$969.5m to A\$1,026m.

Weston said that the bread industry had remained very competitive in the second half of the year, but that profits in this division, as in the cakes and biscuits, had been helped by new products.

## DKB debt downgraded by S&P

By Emilio Terezono in Tokyo

STANDARD & POOR'S, the US credit rating agency, has downgraded the debt ratings of Dai-ichi Kangyo Bank, a leading Japanese commercial bank.

The move is the most recent in a line of credit downgrades for the big Japanese banks. They face increasing bad loans due as the prolonged recession pushes up the number of bankruptcies.

DKB's senior debt rating has been lowered to "single A plus" from "double A minus" and the rating agency has lowered DKB's short-term debt rating to A-1 from A-1 plus. S&P said increasing problem assets at the bank were hurting its asset quality.

At the end of March, loans to bankrupt borrowers and loans six months past their due date totalled ¥1,300bn (\$12.3bn), or 3.81 per cent of outstanding loans.

While Japanese financial authorities claim that bad loans at commercial banks average around 3 per cent of total lending, industry analysts reckon the figure rises to 10 per cent when measured in US terms.

## Hopewell to lift dividend after 25% advance in net

By Simon Davies in Hong Kong

HOPWELL Holdings, the Hong Kong property and infrastructure group controlled by Mr Gordon Wu, yesterday announced a 25 per cent increase in net profit to HK\$2.03bn (US\$172.5m) for the year ended June, up from HK\$1.62bn previously.

The growth in profits came primarily from the sale of investment properties, which contributed HK\$2.1bn to operating profit compared with HK\$516m last time.

Hopewell plans to increase its dividend to 34 cents a share from 30 cents.

The group has been selling properties to fund its push into China and south-east Asia. Phase one of its Guangzhou-Shenzhen superhighway is due to open at the end of the year. The company plans to develop



Gordon Wu: growth due to investment property sales

properties on sites adjacent to the road, and construct a second stretch from Guangzhou to the Macao border.

Hopewell plans to float off its power interests as a separately listed company.

## Better tanker market sparks Bergen recovery

By Christopher Brown-Humes

BETTER tanker market conditions, a stronger US dollar and gains on share sales helped Bergen, the Norwegian shipping group, bounce back to profit for the first eight months of 1993.

The group offset heavy foreign exchange losses and a weak performance from its liquefied petroleum gas (LPG) activities to record a pre-tax profit NKR171m (\$24.1m). That compares with a NKR32m defi-

cit for the same period in 1992. Operating revenues rose to NKR1.97bn from NKR1.64bn, with the dollar up 13 per cent against the krona since last year and average daily tanker rates up 20 per cent at \$18,000. Operating profits climbed to NKR196m from NKR61m. The tanker division halved its operating loss but LPG profits were lower. The group does not expect significantly improved rates in any of its market segments in the last four months of the year.

## Investment gains enable Orkla to move into profit

By Christopher Brown-Humes

ORKLA, the Norwegian industrial and investment group, rebounded to a NKR907m (\$13m) pre-tax profit for the first eight months of 1993 from a NKR161m loss in the same 1992 period.

The group said the result was helped by a better operating performance but the main difference was in the development of financial activities. Last year it sustained losses of NKR642m on share deals but

this year had realised gains of NKR230m. Investment activities contributed NKR202m to the pre-tax result, compared with a NKR722m loss last year.

Operating revenues rose to NKR11.28bn from NKR10.99bn, while operating profits increased by 12 per cent to NKR652m from NKR759m.

Branded consumer goods lifted operating profits by 5 per cent to NKR659m, despite strong competition and little growth in the Norwegian groceries market.

NEW ISSUE

This announcement appears as a matter of record only.

7th October, 1993



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vestors  
minute James

the company would even  
consider.  
"Although trading will take  
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M. Alexander said  
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DKB debt  
downgraded  
by S&P

by Emiko Terazono in Tokyo

STANDARD & POOR'S has  
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The move is the most recent  
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by the agency, which has been  
pushing up the number of bank  
ratings.

DKB's debt rating has been  
downgraded from A-1 to A-2  
plus, from A-1 minus to A-2  
plus, and from A-2 plus to A-3  
plus. The agency has also  
downgraded DKB's outlook from  
stable to negative.

At the same time, S&P  
has upgraded the debt ratings  
of the Japanese bank, a leading  
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in a line of credit upgrades  
by the agency, which has been  
pushing up the number of bank  
ratings.

Barclays Bank in first UK personal loan securitisation

By Antonia Sharpe

BARCLAYS BANK opened up  
a new sector in the UK's grow-  
ing asset-backed market yester-  
day when it raised £280m  
through an issue of floating-  
rate notes (FRNs) backed by  
personal loans.  
The widely expected offering  
marks the first securitisation  
of personal loans by a UK bank  
and follows on the heels of  
National Westminster's £300m  
issue of mortgage-backed notes  
launched last week.

Securitisation is a funding  
process which allows banks to  
take loans off their balance  
sheet, thereby removing the  
risk of default and freeing up  
capital.  
This is achieved by the  
banks placing the assets in a  
special-purpose vehicle which  
then raises money by selling  
debt securities to investors.  
Interest payments on the  
"mortgage-backed" or "asset-  
backed" securities are funded  
by the loan repayments.

The securitisation of per-  
sonal loans has been wide-  
spread in the US but is just  
catching on in the UK. Syn-  
dicate managers could only  
remember one such securitisation  
prior to Barclays' offering,  
an issue of FRNs made by Car-  
diff Auto backed by car loans.  
Syndicate managers said  
many banks and companies,  
especially those who have  
leasing or hire-purchase activi-  
ties, were keen to securitise  
the loans they had made to  
individual or business custom-  
ers.  
"Most are looking to securi-  
tise high-volume, low-value  
loans," said one syndicate  
manager.

INTERNATIONAL  
BONDS

Barclays' notes, which have  
an average life of 1 1/4 years,  
were issued through Gracich  
church portfolio financing.  
The portfolio backing the  
two-tranche offering consisted  
of unsecured loans of not more  
than £7,000 to Barclays' credit  
card customers, around 95 per  
cent of whom are of at least  
three years' standing and have  
not been in default for more  
than 30 days.  
The bank's share of the offer-  
ing was made up by a £250m  
tranche of class A notes which  
paid 22 basis points over the  
London interbank offered rate  
(Libor). The pricing was seen

to be on the tight side and the  
whole issue had not been  
placed by the end of trading  
yesterday.

Lead manager BZW said that  
the notes were targeted at cor-  
porate investors rather than  
banks because of their 100 per  
cent capital adequacy ratio  
weighting. By contrast, Nat-  
West's mortgage-backed notes,  
which yielded 20 basis points  
over Libor at launch, were  
only 50 per cent weighted.

The remainder of Barclays'  
deal was made up by class B  
or subordinated notes, launched  
by UBS, which were priced to  
yield 85 basis points over  
Libor. The higher yield reflected  
the higher risk associated  
with these notes.

Bank of Scotland also tapped  
the securitisation sector with a  
£200m underwritten issue of sub-  
ordinated notes, which were  
priced to yield 130 basis points  
over the 5 per cent UK govern-  
ment bond due 2013, in line  
with secondary market levels  
for similar paper.

Joint lead manager Hoare  
Govett said the bulk of the  
issue had been placed with  
pension funds and insurance  
companies. The bonds were re-  
offered at the 98.204 issue price  
and were trading inside fees at

INTERNATIONAL CAPITAL MARKETS

NEW INTERNATIONAL BOND ISSUES

| Borrower                     | Amount | Coupon | Price   | Maturity | Fee    | Spread                        | Book runner                        |
|------------------------------|--------|--------|---------|----------|--------|-------------------------------|------------------------------------|
| US DOLLARS                   |        |        |         |          |        |                               |                                    |
| Boyetech Landesbank          | 500    | 4.75   | 98.42R  | Nov.1998 | 0.25R  | +15 (94%-98) USS              | +345 (94%-98) JP Morgan Securities |
| Boyetech Landesbank          | 75     | 6.125R | 99.95R  | Oct.1998 | 0.25R  |                               |                                    |
| D-MARKS                      |        |        |         |          |        |                               |                                    |
| Province of Quebec           | 500    | 6.375  | 99.32R  | Nov.2003 | 0.325R | +48 (94%-98) WBS              | Westdeutsche Landesbank            |
| STRUKING                     |        |        |         |          |        |                               |                                    |
| Gracichchurch PUF (No.10/10) | 250    | (4)    | 99.975R | Dec.1998 | 0.10R  |                               | Barclays de Zotte Weid             |
| Gracichchurch PUF (No.10/10) | 30     | (4)    | 100     | Dec.1998 | 0.25   |                               | UBS                                |
| Bank of Scotland             | 200    | 6.025  | 99.204R | undated  | 0.225R | +130 (94%-98) HSBC            | Govett/Salomon                     |
| YEN                          |        |        |         |          |        |                               |                                    |
| Suntoro Corp/Osaka Capital   | 150n   | 2.90   | 100.16R | Feb.1998 | 0.15R  |                               | Mitsubishi Finance Int.            |
| FRANCIS                      |        |        |         |          |        |                               |                                    |
| Crédit Local de France       | 1bn    | 5.75   | 99.941R | Aug.1998 | 0.25R  | +18 (94%-98) CNCA             |                                    |
| CANADIAN DOLLARS             |        |        |         |          |        |                               |                                    |
| Nov International Finance    | 200    | 6.00   | 99.58R  | Nov.1997 | 0.225R | +33 (94%-98) Swiss Bank Corp. |                                    |
| Kayitche Vrebank             | 150    | 6.00   | 99.575R | Dec.1997 | 0.225R | +37 (94%-98) Swiss Bank Corp. |                                    |
| ITALIAN LIRE                 |        |        |         |          |        |                               |                                    |
| Superfiche Hypobank          | 150bn  | 8.05   | 101.75R | Nov.1998 | 1.875  |                               | BCI/Banque Paribas                 |
| AUSTRALIAN DOLLARS           |        |        |         |          |        |                               |                                    |
| Nov International Finance    | 100    | 6.50   | 101.50  | Nov.1998 | 2.00   |                               | Hambros Bank                       |
| DANISH KRONER                |        |        |         |          |        |                               |                                    |
| City of Copenhagen           | 350    | 6.75   | 102     | Nov.2000 | 1.875  |                               | Unibank                            |
| SWISS FRANC                  |        |        |         |          |        |                               |                                    |
| Gracichchurch PUF (No.10/10) | 200    | 4.50   | 102.375 | Nov.2002 | -      |                               | UBS                                |
| Gracichchurch PUF (No.10/10) | 100    | 4.75   | 101.75  | Nov.2000 | -      |                               | Coutts & Co.                       |

Final terms and non-callable unless stated. The yield spread over relevant government bonds at launch is supplied by the lead manager. 20-basis-point note, 10-basis-point coupon. Fee is shown as the re-offer price; fees are shown as the re-offer price. a) 2-tranche asset backed deal. Callable on any interest payment date if the outstanding principal exceeds 10% of issue amount. b) Class A notes. Coupon pays 3-month Libor +0.25% until Dec.1998 and +0.5% thereafter. Average life: 1.25 years. c) Class B notes. Coupon pays 3-month Libor +0.85%. Average life: <2 years. d) Callable on 4/17/13 at par and every 5 years thereafter. If not called on any interest payment date coupon will be reset at the higher of the existing coupon or the then prevailing 5-year benchmark plus +250bps. e) Short term coupon, 1/4 payable with the outstanding FRN. f) Puttable at option of Coutts & Co. g) Puttable at option of Coutts & Co. h) Puttable at option of Coutts & Co. i) Puttable at option of Coutts & Co. j) Puttable at option of Coutts & Co. k) Puttable at option of Coutts & Co. l) Puttable at option of Coutts & Co. m) Puttable at option of Coutts & Co. n) Puttable at option of Coutts & Co. o) Puttable at option of Coutts & Co. p) Puttable at option of Coutts & Co. q) Puttable at option of Coutts & Co. r) Puttable at option of Coutts & Co. s) Puttable at option of Coutts & Co. t) Puttable at option of Coutts & Co. u) Puttable at option of Coutts & Co. v) Puttable at option of Coutts & Co. w) Puttable at option of Coutts & Co. x) Puttable at option of Coutts & Co. y) Puttable at option of Coutts & Co. z) Puttable at option of 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## COMPANY NEWS: UK

Advance to £49.7m helped by full-year contribution from Macarthy  
**Lloyds Chemists ahead 40%**

By Peggy Hollinger

ACQUISITIONS helped boost annual profits and sales at Lloyds Chemists, the acquisitive retailer and healthcare wholesaler which yesterday reported a 40 per cent increase in the pre-tax result to £49.7m. The shares closed 15p up at 284p.

Sales were 58 per cent higher at £802m for the year to June 30. This was mainly because of the inclusion for the first full year of Macarthy, the drugs wholesaler acquired in March 1992 for £32.5m, and other pharmaceutical and veterinary drugs supply companies.

Mr Allen Lloyd, chairman, said the year had been "very successful", with progress in all divisions. He stressed the organic growth achieved by Lloyds, particularly in the wholesale distribution division. The profits increase had been achieved, he said, after a 36.2m government clawback on the discounts given on generic drugs, and amid the "most difficult trading conditions in the company's history".

While optimistic about growth in the current year, Mr Lloyd stressed that the group would move ahead at a slower rate. Like-for-like sales in the first 13 weeks were 6 per cent up in the chemists division, 3 per cent ahead in drugstores, and flat in the healthcare chain Holland and Barrett.

Barclay Pharmaceuticals increased turnover by 49 per cent to £503m and overall, the



Allen Lloyd (left) with Peter Lloyd, chief executive and Dick Steele, finance director

pharmaceutical division increased sales by 63 per cent to £583m. Pre-tax profits were £24m higher at £11.4m.

The retail division, which includes the core chemists chain, the Holland & Barrett shops and Superdrug drug stores, showed a 14.5 per cent profit rise to £44.9m. Sales were up 33.5 per cent at £569m.

Veterinary sales rose by £41.7m to £49.2m and profits from £364,000 to £2.1m.

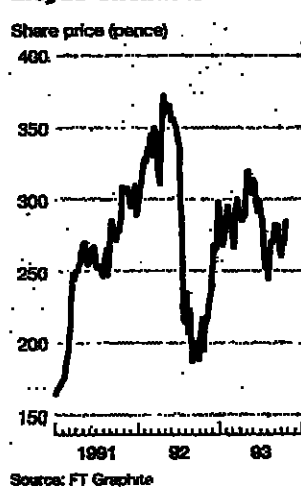
The interim dividend was increased from 4p to 5.25p for a total of 7.25p (5.55p). Fully diluted earnings per share rose by 13 per cent to 26.84p.

## COMMENT

Focus on the short term and Lloyds looks like a winner. There is more margin improve-

ment to come from acquisitions and the wholesale division is growing impressively. Further out, however, one has to question the potential for Lloyds' core chemists business, with little prospect of price improvements and a significant number of mature stores. Government restrictions will curtail outlet expansion and the group seems to have snapped up most of the attractive chains. Lloyds will also have to watch out for the inevitable counter-attack in wholesaling from giants A&A and Unichem. Forecasts are for pre-tax profits of £56m, leaving a prospective p/e of 9.6 times. While there is likely to be room for improvement in the short term, the attraction may fade in the longer term.

## Lloyds Chemists



Source: FT Graphite

**Ferranti warns of higher losses**

By Paul Taylor

FIRST-HALF losses at Ferranti International, the struggling electronics group, are likely to be higher than in the corresponding period last year, Mr Eugene Anderson, chairman, warned yesterday.

Mr Anderson told shareholders attending an extraordinary meeting, called under Companies Act requirements because its net assets had fallen to less than half its £96.8m share capital, that it was too soon to report on the performance for the half year to September 30.

However, he added, "we will incur another loss during the period which will almost certainly be larger than the comparable loss last year". In the 1992 period Ferranti, which came close to collapse following the 1989 discovery of huge fraud in International Signal and Control, its US subsidiary, managed to reduce its interim pre-tax losses to £10.5m.

Mr Anderson, who was brought in to try and turn Ferranti around following the ISC fraud, told shareholders that despite the technical requirement to call the meeting, the board recommended that no action should be taken to implement a reduction in capital at this time.

Instead, he said the company would continue to focus on its priorities of strengthening the balance sheet by equity injection or through strategic partnership while seeking to win new orders.

"Liquidity continues to be painfully tight, making supplier relationships more difficult", Mr Anderson said. He added that "to alleviate this problem we have continued to seek an equity injection or a strategic partnership". Although the chairman said the group had continued to be successful in winning new orders and ended August with an order book of £178m and outstanding bids for £740m of new business, he said the group was still waiting for confirmation of several large orders.

The shareholders, who met in London, overwhelmingly supported the proposal, although some were critical of the management's performance.

**Rowland pressure forces delay to Lonrho plans**

By Robert Peston and Roland Rudd

THE APPOINTMENT of Lonrho's first non-executive directors for 20 years was yesterday postponed for 12 days, as a result of pressure from Mr Tiny Rowland, the international trading company's joint chief executive.

Mr Dieter Bock, the other joint chief executive who at the beginning of the year acquired an 18.9 per cent stake in the company, had been hoping that yesterday's board meeting would approve the appointment as non-executive directors of Mr Steven Walls, chairman of Albert Fisher, the food group, and Mr Peter Harper, a director of Hanson. Mr Bock had recruited them

as part of his campaign to transform Lonrho into a more open and conventional company, in the hope that this would rebuild the confidence of institutional investors in its shares.

However, the meeting refused to ratify the appointments. One of Mr Bock's advisers said that all the executive directors should meet Mr Walls and Mr Harper before the decision is taken.

"He [Mr Bock] was shocked", the adviser said. "But the outcome should not be seen as victory for Tiny. It was a draw".

Mr Rowland has been opposed to non-executive appointments since the "straight eight" directors tried unsuccessfully to remove him

in 1973. Lonrho's current board consists of 12 executives.

Lonrho put out a terse one sentence statement after the meeting, saying that "the board resolved to announce the appointment of two non-executive independent directors by October 15".

Though the statement does not name either Mr Walls or Mr Harper, Mr Bock remains confident they will be appointed. He is planning to push through other radical changes in the coming months, including a reduction in the number of executives on the board, the appointment of one or two further non-executives and a cut in head office staff. Mr Rowland is expected to resist some of these changes.

**Burn Stewart drops to £8.12m**

By Catherine Milton

SHARES IN Burn Stewart Distillers fell a further 3p to close at 108p yesterday, continuing a steady decline since peaking at 160p in May last year, as the company announced pre-tax profits down from £10.2m to £8.12m in the 12 months to June 30.

The company, which floated its shares at 140p in 1991, showed sales down to £38m (£42m).

Mr Campbell Strutt, finance director, said Burn Stewart was changing its mix of business away from the quasi-commodity bulk sales and attempt-

ing to replace these with higher margin sales of cased bottles, some branded and some "own label".

Mr Strutt added that "there was a bit of a decline in our export bulk shipments with the balance being pressure on the cased business". He said trading would continue to be tough next year.

Bulk exports had fallen 23 per cent with average prices falling 34 per cent. Cased sales rose 21 per cent and average prices fell 7 per cent.

Operating profits fell to £9.68m (£12.5m). Interest charges fell from £2.13m to £1.54m reflecting the

funds raised from the flotation which hit the balance sheet part way through the comparative period.

Gearing now stood at 72 per cent (36 per cent) a slight increase since the year end when it was 70 per cent.

There was a cash outflow from operating activities of £4.8m, compared with an inflow of £3.71m last time, as Burn Stewart increased stocks to £50.5m (£41.8m).

On an annualised basis the total dividend is virtually maintained with a final of 3.3p (3.33p) to give a total for the year of 5p. Earnings per share fell to 9.53p (13.16p).

**Lamont doubles to £4.05m**

By Peter Pearce

SHARES IN Lamont Holdings climbed 15p to 384p as the Northern Ireland-based carpets and textiles group announced almost doubled pre-tax profits in the six months to June 30.

On turnover ahead to £65.8m (£62.6m), including £3.18m (£4.25m) from discontinued operations - pre-tax profits jumped to £4.05m (£2.18m). The figure would have been higher but for exceptional charges of £843,000 relating to the disposal of the computer division and an increase in net interest payable to £449,000 (£40,000).

Sir Desmond Lorimer, chairman, said the increased interest charge derived from the assumption of the £7m debt of Rochdale-based Alexander Drew, the furnishing fabric printer acquired for an initial £16.4m in April 1992.

The non-carpet textiles side had operating profits of £5.43m (£1.5m) on turnover of £38.1m

(£25.5m). Sir Desmond said that some £2.5m of the profits came from Drew.

In the carpets division, of which Shaw Carpets has been responsible for the group's declining fortunes of late, turnover rose to £23.4m (£21.8m) and operating profits of £81,000 last time turned to losses of £860,000 after £433,000 (£109,000) redundancy costs at Shaw.

Shaw, which Sir Desmond said served the middle market, had lost market share in a disruptive £4m capital expenditure programme. He expected it to return to profitability in 1994. However, at the lower end of the market, Northern Ireland Carpets had lifted sales 16 per cent.

Shifting the property interests into a joint venture - which retained £3m - had improved cashflow by some £5.6m and helped Lamont back to its textiles core, where Sir Desmond said it would look for bolt-on acquisitions.

The interim dividend is held at 3.5p, payable from earnings of 5.48p (5.61p) per share.

**Allied Leisure improves**

ALLIED LEISURE, the ten pin bowling and night club group, yesterday announced pre-tax profits up from a restated £2.1m to £2.94m for the year ended July 16 1993.

However, the dividend is cut from 4.75p to 3p, with a reduced final of 2p against 3.25p.

At the interim stage a profit fall of 25 per cent to £1.24m was reported.

Of the figures, which were adjusted in accordance with FRS 3, turnover was down from £27.8m to £24.8m, while excluding a figure for wholesale of £4.1m last year and £706,000 this year, underlying turnover increased by 1.9 per cent.

Earnings per share rose to 5.22p (5.03p).

Mr William Davis, chairman, said that although trading remained difficult throughout the company.

Bowling activities continued to expand but operating profits were down reflecting pressure on discretionary spending.

Mr Davis said night clubs performed well and profits rose in a difficult market. Some of the rights issue proceeds have been used to reduce short-term debt with the effect that net borrowing has been halved to 25 per cent.

**Galliford cuts dividend to 1p**

By Catherine Milton

GALLIFORD, the Midlands-based contractor, has cut its total dividend from 4.3p to 1p as part of a plan to expand its housing business which could see its long-cherished net cash position become debt over the next three years.

The company announced this at the same time as revealing pre-tax profits sharply down from £3.03m to £412,000 for the year to June 30 1993.

Mr John Livingston, finance director, said: "In the short term it will be difficult to make adequate net margins on construction so we intend to

increase profits by expanding private housing building activities. We believe the housing market will see steady, undramatic, improvement which we want to exploit."

"The company would spend up to £4m on land this year and about £2m on development."

Galliford sold 170 (156) housing units in the year to June 30 at an average price of £53,000 (£50,000) and expects to exceed 200 in its current year with a target of 500 in three years time.

Mr Livingston said the company would countenance "modest gearing" as well as drawing

cash from future retained profits from other businesses to achieve its target.

Sales were £217.2m (£213.2m). Profits were hit by losses of £512,000 (profits of £393,000) in specialist contracting stemming from National Power's Drax project. These are now subject to claim.

Pre-tax profits in contracting have declined over the last three years, falling to £408,000 (£1.62m) on sales of £127.4m (£128.9m).

A recommended final dividend of 0.5p (3.35p) gives a total of 1p (4.3p), uncovered by earnings of 0.33p (2.37p) per share.

**J Bibby plans £75m float-off**

By Peggy Hollinger

J BIBBY & Sons, the heavily-indebted conglomerate which is 79 per cent owned by Barlow Rand of South Africa, plans to raise about £75m next year by floating off its paper, agricultural and science businesses.

The move is designed to reduce Bibby's debt, incurred largely as a result of the hostile £28m takeover in July 1992 of Finanzauto, Spain's only Caterpillar distributor.

Since the takeover, the Spanish construction market has declined more sharply than Bibby had expected.

Mr Richard Mansell-Jones,

Bibby chairman and a board director of Barlow Rand, said the construction market in 1993 was just 25 per cent the size it was in 1991. "It has hit the wall", he said.

The sharp decline has forced Bibby to incur higher than estimated costs to restructure the loss-making dealer.

Bibby reported net debt of £155m at the interim stage. Borrowings are expected to be somewhat lower when the group reports in November.

Bibby is aiming to float the three divisions as one company in February under the Bibby name through an offer for sale.

The newly-listed group is expected to be floated with some debt.

It will take some directors from the original company, but is likely to have an independent non-executive chairman.

This division accounted for 48 per cent of Bibby's total of £416m sales and about 52 per cent of £15m operating profits in the 26 weeks to March 27.

The original company, containing the Spanish and Portuguese Caterpillar operation and the Hyter materials business, will be renamed Stratford.

Barlow will retain 79 per cent of Stratford and 20 per cent of the new Bibby.

**Martin Intl shares dive following interim loss**Shares of Martin International Holdings tumbled 38p to 49p yesterday after the garment manufacturer and Marks and Spencer supplier reported a first half loss and a sharply reduced interim dividend.

Mr Michael Kidd, chairman, warned that following closure costs, estimated at £500,000 in the second half, the group was likely to incur a small loss for the full year.

Results for the six months to June 30, compiled under FRS 3, showed a pre-tax deficit of £270,000, against a restated profit of £142,000. Turnover was little changed at £33.5m, including £1.22m from discontinued operations.

Losses per share deepened to 1.6p (0.2p) and the interim dividend is cut from 1.7p to 0.4p.

Mr Kidd said the outcome "illustrated the general pressure on margins in what remains an extremely competitive trading environment throughout the world".

The UK operations produced a "disappointing" result, he said, although business with Marks and Spencer progressed well and underwear and leisure wear achieved a "good" profit.

Overseas operations were adversely affected by a unexpected reduction in demand from customers in the US and the Middle East, factors that will also affect the second half.

Three acquisitions bolster full-year profits and turnover

**MR-Data expands 6% to £8.8m**

By Paul Taylor

ACQUISITIONS helped MR-Data Management, the data transcription and document image processing group, report a 6 per cent increase in annual pre-tax profits yesterday.

The surplus in the year to June 30 increased from £3.25m to £3.76m on turnover up 21 per cent to £40.8m (£33.7m).

Earnings per share were unchanged at 10.6p but the final dividend is increased to 3.46p, making a total up 20 per cent at 5.19p (4.32p).

At the operating level the group, which changed its name from Microfilm Reprographics earlier this year, reported profits of £3.09m (£7.3m), bolstered by £900,000 from three acquisitions which also added £4m to turnover.

based Fort Knox Secured Data which provides high security storage for paper and magnetic media and was acquired in July last year; the UK COM Service Bureau of NCR which was acquired in September last year; and Taywood Data Graphics which was acquired from Taylor Woodrow in January.

Mr Michael Elliott, who took over as chief executive in July, said trading conditions had continued to be difficult and that it was only recently that the group had begun to see more promising signs of an upturn in the level of orders.

Mr Elliott said that a new divisional structure had been introduced to provide a more focused approach to business development. He added that all the businesses traded profitably during the year.

Despite the acquisitions and capital expenditure totalling £8.7m the group

ended the year with £5.83m in net cash, down from £25.5m a year earlier.

COMMENT

Despite a relatively lacklustre performance MR-Data's performance is still underpinned by long term contracts which are still highly profitable and should benefit from the recovery in the US and UK. Some of the acquisitions, and developments in the software division, will take the group into new and potentially fast growing businesses like Geographic Information Systems. The management team is a little thin following recent resignations including that of the finance director, although no sinister implications need be drawn and the issue is being addressed. Pre-tax profits of about £10m look possible this year producing earnings of 12.8p and a prospective p/e of 17.

**Shares in Campari fall on £3.1m loss**

Reflecting the impact of recession, devaluation of sterling and delivery problems with suppliers, Campari International, the designer and marketer of leisure wear, incurred pre-tax losses of £3.1m for the first half of 1993, against profits of £1.03m.

Mr Christopher Cheng, chairman, said that against the background of a hostile trading climate in the majority of the group's markets "we do not anticipate a return to profitability until the second half of 1994 at the earliest".

The shares reacted strongly and closed 49p down at 93p.

There is no interim dividend - last year's was 3.25p - and directors are to delay a decision on any payment until preliminary results next March.

Turnover was £20m (£18.73) but Mr Cheng explained that, after eliminating currency translation effects and the impact of sales by new operations in France and Italy on a like-for-like basis it was 6 per cent lower.

Losses per share amounted to 29.01p (7.27p earnings).

Mr Cheng stated that profit margins were squeezed by the continuing impact of recession, particularly in the UK where the group was unable to pass on cost increases arising from the weakness of sterling.

**Merivale Moore sees better trend**

After a year of advance Mr Grenville Dean, chairman of Merivale Moore, the property company, felt able to give an upbeat message with the results for the year to June 30.

"At the half year I was brave enough to indicate that the company was no longer helplessly bleeding to death. I am pleased therefore to have some good all-round news and progress to report, albeit not yet meeting the ringing of bells."

The shares rose 17p to 55p.

Net assets per share were 76.7p, against 77.3p a year earlier. Net debt was cut from £49.3m to £29.6m, resulting in gearing of 263 per cent.

There was a pre-tax loss of £339,000, after an exceptional credit of £236m relating to the settlement of a damages claim less exceptional charges. The comparable loss was £23.6m, restated for FRS 3 and after an exceptional charge of £19m.

Turnover was £24.3m (£20.3m). After a tax credit of £2.71m (£1.14m) earnings per share were 12.9p (losses 16.5p).

Mr Dean thought the company had been able to achieve its initial objective of rebuilding the balance sheet and now expected growth. Merivale had started the present year in better financial health than the last and in a "far more promising business climate".

**Renishaw down 21% to £7.14m as foreshadowed**

By Richard Gourlay

RENISHAW, the engineering group which makes specialist measuring equipment, reported a 21 per cent drop in pre-tax profits for the year to June 30 as its main markets remained deeply affected by recession.

The profits fell, from £9.09m to £7.14m, foreshadowed in a warning three months ago, left the shares 5p down at 275p.

Earnings per share fell from 13.1p to 10.3p and the recommended final dividend is held at 4p for an unchanged total of 6.5p.

Sales grew 10 per cent to £48m but almost all the increase was due to the

effect of currency translation. The group confirmed that had it sold foreign currency when it received it, rather than hedging forward with sales ahead of the devaluation of sterling in September last year, pre-tax profits would have been £1.3m higher.

Mr David McMurry, chief executive, said in the first quarter of this year were ahead of last year but trading remained difficult.

At the operating level, before net earned interest of £2.2m (£2.4m), profits were down from £6.69m to £4.94m, representing a slide in the operating margin to 10.3 per cent (16.2 per cent).

**Malaysian dollar lifts plantations companies**

THE strengthening Malaysian dollar against sterling and improved results from other plantation companies were factors in the interim figures of three groups in which Rowe Evans Investments has substantial holdings.

Berardin Holdings reported pre-tax profits up 48 per cent at £248,869 (£167,386) on turnover of £460,624 (£371,215). Earnings per share were 0.9p (0.59p).

The company said that the oil palm crop and the average price was similar to last year but the Malaysian dollar had risen by 19 per cent. The results included net investment income of £24,346 (£378).

Singapore Para Rubber Estates saw pre-tax profits of £215,919, a rise of 79 per cent on the comparable £120,787. Turnover was £361,405 (£278,716). Earnings per share were 1.3p (0.77p). Net investment income was £51,863, against a charge of £48,874.

Lower crops of oil palm and rubber were blamed by Padang Senang Holdings for a fall in pre-tax profits to £39,257 (£57,267) on turnover of £210,940 (£224,847). Earnings per share were 0.36p (0.47p).

However, the fall was mitigated by the currency rise and higher investment income of £30,932 (£26,361).

DIVIDENDS ANNOUNCED

|                 | Current payment | Date of payment | Current dividend | Current dividend | Total for year | Total for year |
|-----------------|-----------------|-----------------|------------------|------------------|----------------|----------------|
| Abbeycrest      | 1.2             | Nov 11          | 1.2              | -                | -              | 3.2            |
| Allied Leisure  | 1.2             | Dec 15          | 3.25             | 3                | 4.76           | -              |
| Burn Stewart    | 3.3             | Nov 19          | 3.25             | 5                | 3.58           | -              |
| Campari Intl    | nil             | -               | 3.25             | -                | -              | 0.9            |
| Dean            | 1.75            | Jan 5           | 1.65             | -                | -              | 6.2            |
| Galliford       | 0.5             | Dec 1           | 3.36             | 1                | 4.22           | -              |
| Higgs & Hill    | 1               | Dec 6           | 0.75             | -                | -              | 2.3            |
| Hughes (TID)    | 0.75            | Jan 4           | 0.75             | -                | -              | 2.5            |
| Jones Group     | 1               | Oct 29          | 4                | -                | -              | 12.5           |
| Lamont          | 3.5             | Dec 3           | 3.5              | 4                | 7.25           | 5.65           |
| Lloyds Chemists | 5.25            | Dec 3           | 1.7              | -                | -              | 4.4            |
| Martin Intl     | 0.4             | Jan 4           | 1.7              | -                | -              | 4.4            |
| MR-Data         | 3.46            | Dec 2           | 2.8              | 5.19             | 4.32           | -              |
| Pochin's        | 21              | Dec 6           | 21               | -                | -              | 5.2            |
| Frederick       | nil             | -               | 1                | 2                | 1.5            | -              |
| Renishaw        | 4               | Nov 22          |                  |                  |                |                |







## RECRUITMENT

# JOB: Why the setting of clear-cut goals when seeking new business ideas can end in little net profit

**Q**UITE who first cut spiral grooves up the inside of a musket barrel in Germany 500 years ago, nobody knows. Nor, while the longer and more accurate shots resulting from the "rifling" grooves led others to follow suit, did anybody then know why the new rifles outperformed smooth-bore guns.

So in 1547 the Archbishop of Mainz did an experiment to find out. He got riflemen to fire at targets with two sets of bullets. One set was made of silver, almost as sacred as gold by religious tenets, and the rest of unholy lead. The lead bullets hit the bull far more often than the silver, which mostly fell short. Why?

The conclusion now would be that the bullets made of silver, a hard metal, resisted the grooves of the rifling and so were held back; whereas the soft lead kind yielded to the grooves, taking on the spin which did the trick. But that wasn't what the Archbishop concluded from the experiment.

His conclusion was that rifle bullets must be guided by devils. And that - in a society which believed the air was filled with invisible angels and demons fighting one another - served as a perfectly scientific explanation.

What brings the said episode

to the Jobs column's mind is an uncanny coincidence which may betoken that I'm being guided by something (although which side of the fight it's on is another question). The sequence began at Spain's Instituto de Empresa management school, when I was hearing about the way the school teaches would-be top executives how to be successful innovators. The method is first to analyse markets to find a niche for a new product, then devise a product to fit the niche.

The description of some reminded me of some research into the matter which I'd reported, as I thought, about four years ago. So on returning I leafed back to January 1989, only to draw blank. That meant a long search, which miffed me because I wanted to get on with reading about a fairly new development in psychology I'd chanced upon, called reversal theory.

Among its suggestions is that, when taking action, people can be in either of two distinct frames of mind. In one of them, which the theory terms the *telic* state,

the action is undertaken solely as a means to some pre-set end. For example, when the goal of passing an examination causes you to delve into a textbook, you are reading in a *telic* way.

The other kind of action, termed *paratelic*, consists of things you do simply because you want to do them. When you get the feeling that you'd like to read and settle down with a book, you're reading in a *paratelic* way, probably with no clearer goal than just to see what happens.

Moreover, while we can change (or "reverse") from one to the other, we tend to be either *telic* or *paratelic*-biased in our actions.

But, as I said, my own reading of the theory was interrupted by the hunt for the research report, which turned out to date from 1987. The study, by Dr Rolf Berth, was of 73 successful innovators in companies. It found that only nine of them had been achieved by the method, essentially *telic*, taught in the Spanish school. The rest resulted from someone just having an idea and developing it to see what happened.

After reporting as much in the 1987 article, I went on to hazard a guess that folk with the clear-cut ambition needed to climb to the top of companies "have minds which operate in fundamentally different ways from those of effective innovators". Hence my feeling of awe on returning to the book on the theory, and reading of a trial in which some *telic*-biased people and others with a *paratelic* bias were individually set to work on a problem while wired to a device measuring the electrical activity in their brains.

Not only was the activity greater in the *paratelic* case, but the pattern differed. Their whole brain was directed towards a single focus, whereas the *telic* seemed to be applying different bits of their brain in separate directions. Gorbliney!

That is unfortunately all I can tell you about the theory until I've learned more. Even so, it's surely enough to raise a question about the widespread belief that the best way to run a company is to fill all its influential positions with people of the decisive, goal-

orientated *telic* mentality. Doesn't it smack of the sort of belief which led the Archbishop to his conclusion about rifle bullets?

**N**OW to the table below, which gives the going rates of pay for British managers as shown by the Reward company's latest six-monthly survey. Anyone wanting to know more about it should

contact Vivienne Copeland at Reward House, Diamond Way, Stone, Staffordshire ST15 0SD; tel (0785 813566, fax (0785 817007).

My extracts relate solely to managers just below director. To update to October 1, all pay figures should be increased by 0.44 per cent. Regional variations from the median base salary of £31,058 were: higher - London by

16 per cent, Scotland by 6.8, South-east England by 3.0, and Northern Ireland by 0.2; lower - South-west England by 1.9 per cent, West Midlands by 3.2, North-east by 6.1, North-west by 7.2, and Eastern counties by 8.8. Variations by company turnover were: higher - £500m-plus by 41.9 per cent, £300m-500m by 12.8, £100m-300m by 10.5, £50m-100m by 4.3; lower - £20m-£50m by 2.6 per cent, £10m-£20m by 3.2, £3m-10m by 10.7, and under £3m by 15.9.

Michael Dixon

| Rank One = Most senior executive below rank of director etc. | Lower quartile |                      | Median         |                      | Upper quartile |                      | % with cash plan |
|--|----------------|----------------------|----------------|----------------------|----------------|----------------------|------------------|
|  | Basic salary £ | Total money reward £ | Basic salary £ | Total money reward £ | Basic salary £ | Total money reward £ |                  |
| Company secretary  | 30,375         | 30,675               | 37,791         | (35,124)             | 39,385         | (36,000)             | 82.5             |
| General management   | 28,597         | 29,238               | 34,822         | (34,800)             | 35,395         | (36,000)             | 81.2             |
| Marketing  | 27,820         | 28,048               | 32,283         | (31,950)             | 34,420         | (32,950)             | 80.9             |
| Finance & accounting   | 29,100         | 29,898               | 33,000         | (33,000)             | 34,000         | (33,771)             | 78.8             |
| Data processing  | 27,944         | 28,503               | 32,270         | (30,531)             | 33,683         | (31,750)             | 73.0             |
| Personnel  | 25,636         | 26,408               | 32,168         | (30,300)             | 32,463         | (30,361)             | 75.0             |
| Administration   | 25,489         | 26,438               | 31,844         | (28,400)             | 32,372         | (28,500)             | 75.4             |
| Surveying/construction                                       | 28,022         | 28,500               | 30,920         | (27,500)             | 32,076         | (27,500)             | 74.1             |
| Distribution   | 24,035         | 24,710               | 28,992         | (29,000)             | 31,896         | (30,000)             | 65.0             |
| Sales  | 26,000         | 27,184               | 30,808         | (30,000)             | 31,752         | (30,652)             | 75.4             |
| Engineering  | 26,287         | 26,003               | 30,458         | (29,168)             | 30,625         | (29,550)             | 80.5             |
| Purchasing   | 24,679         | 24,897               | 29,006         | (27,500)             | 30,304         | (28,000)             | 68.8             |
| Scientific/technical dept                                    | 26,390         | 26,685               | 30,000         | (28,816)             | 30,237         | (29,250)             | 77.2             |
| Production   | 23,760         | 24,688               | 28,500         | (27,000)             | 29,044         | (27,852)             | 75.3             |
| Quality assurance  | 23,113         | 23,547               | 28,200         | (26,300)             | 28,782         | (26,863)             |                  |
| All Rank-One execs   | 28,250         | -                    | 31,058         | (30,000)             | -              | (-)                  | 76.6             |

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## CITY

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CVs should be directed to Brian Jarvis, at the address below.

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## net profit

cent. Scotland by 6.5, east England by 3.6, and west England by 0.2. Lower west Midlands by 1.9 per cent by 8.1. North-west by 1.1. Eastern counties by 8.8. Higher company turnover: £200m-£300m by 12.4, £300m-£400m by 10.5, £400m-£500m by 10.5, £500m-£600m by 10.5, £600m-£700m by 10.5, £700m-£800m by 10.5, £800m-£900m by 10.5, £900m-£1000m by 10.5, and under £50m by 15.9.

## Michael Dixon

| Upper quartile | Total  | % with company |
|----------------|--------|----------------|
| Basic salary   | £000   | £000           |
| 40,100         | 40,100 | 82.2           |
| 40,375         | 40,375 | 81.2           |
| 38,225         | 38,225 | 77.9           |
| 36,500         | 36,500 | 74.6           |
| 34,375         | 34,375 | 70.4           |
| 32,175         | 32,175 | 66.2           |
| 30,000         | 30,000 | 62.0           |
| 27,875         | 27,875 | 57.8           |
| 25,750         | 25,750 | 53.6           |
| 23,625         | 23,625 | 49.4           |
| 21,500         | 21,500 | 45.2           |
| 19,375         | 19,375 | 41.0           |
| 17,250         | 17,250 | 36.8           |
| 15,125         | 15,125 | 32.6           |
| 13,000         | 13,000 | 28.4           |
| 10,875         | 10,875 | 24.2           |
| 8,750          | 8,750  | 20.0           |
| 6,625          | 6,625  | 15.8           |
| 4,500          | 4,500  | 11.6           |
| 2,375          | 2,375  | 7.4            |
| 2,175          | 2,175  | 4.5            |
| 1,975          | 1,975  | 4.0            |
| 1,775          | 1,775  | 3.6            |
| 1,575          | 1,575  | 3.2            |
| 1,375          | 1,375  | 2.8            |
| 1,175          | 1,175  | 2.4            |
| 975            | 975    | 2.0            |
| 775            | 775    | 1.6            |
| 575            | 575    | 1.2            |
| 375            | 375    | 0.8            |
| 175            | 175    | 0.4            |
| 75             | 75     | 0.1            |
| 0              | 0      | 0.0            |

## Consultant

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For further information, please telephone or write in strictest confidence to Gita Simons, Firth Ross Martin Associates, Search and Selection Consultants, Bell Court House, 11 Blomfield Street, London EC2M 7AY, Tel: 071 628 2441, Fax: 071 382 9417.

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The Data Protection Registrar is an independent officer who is appointed by Her Majesty the Queen and who reports directly to Parliament. A successor is now sought for Eric Howe CBE, the first Registrar, who retires early next year. This is a fixed-term appointment for five years with the possibility of renewal.

The Office of the Data Protection Registrar has 100 staff and an annual budget of £3.5 million. The Registrar's role is to act as an ombudsman in ensuring the responsible use of computerised personal information:

- this entails maintaining the public register of data users; interpreting the law; promoting good practice in the handling of personal data; and enforcing the provisions of the Act and applying it to new

technologies. The extension of the Registrar's powers to include overseeing the proposed right of access to non-computerised personal information held in the public sector is under consideration; other changes to the role could result from a proposed EC Directive now under discussion in Brussels. The Registrar maintains close contacts with counterparts in other countries.

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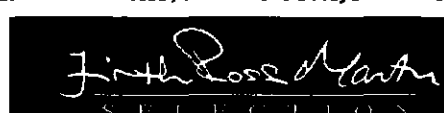
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If you are interested in this challenging role, please apply promptly with CV to Ref: AF, Personnel Department, Gartmore Investment Management Ltd, PO Box 65, 16-18 Monument Street, London EC3R 8SQ. Closing date - 15th October 1993.

**Gartmore**

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London SE1 9HL

## FX Sales Paris / Frankfurt

The expansion of our FX sales operations in Europe has produced opportunities in both our Paris and Frankfurt offices.

We seek high calibre sales professionals with at least 3-5 years' experience in FX sales with a blue chip international house. The successful candidate will possess a good knowledge of the currency options market, and outstanding numerical and commercial skills.

We will also expect applicants to be fluent, confident communicators, excellent team players, and above all, ambitious.

Package: £Excellent

Applicants should apply in writing with full details to:

Ms Rowena Spence, Personnel Manager,  
Barclays Global Foreign Exchange, Murray House,  
1 Royal Mint Court, London EC3N 4HH

Barclays Global Foreign Exchange

## TRAINEE DERIVATIVES TRADER

CNA (UK), a leading financial Options Market Making firm, seeks applicants for positions on London's International Financial Futures Exchange. Candidates must be University qualified, Numerate, Highly motivated and disciplined for this demanding environment. Send all enquiries to:

M. Boshers,  
1-3 College Hill,  
LONDON EC4A 2RA

## INSTITUTIONAL EQUITY SALES

We are a major Norwegian Financial Institution, based in London. We are seeking to recruit a salesperson to market Norwegian equity products to institutional clients as part of an established team.

The ideal candidate will have previous experience in Scandinavian sales, although a more general European sales background may be considered.

We offer a competitive remuneration package including performance related bonus and other banking benefits. Please apply in writing, enclosing your CV to:

Box B1720, Financial Times,  
One Southwark Bridge, London SE1 9HL



## Corporate Finance

### Birmingham Significant Packages

KPMG Corporate Finance already operates as a major force in corporate financial services in the Midlands. Due to continued growth, its well-established Corporate Finance team will be further strengthened by the appointment of three additional specialists:

#### Venture Capitalist

To specialise in MBO's and fund-raising. Applicants should have a minimum of 2/3 years' experience in the venture capital industry or similar experience in a corporate finance organisation, managing MBO's and MBI's at a senior level, and are likely to be qualified Accountants.

#### Mergers and Acquisitions Manager

To specialise in and control mergers, acquisitions and company disposals. Applicants will currently be in industry, with direct responsibility for an acquisition and/or divestment programme.

#### Financial Advisor

To act as deal initiator and manager for corporate transactions. Applicants will be merchant bankers or directors of a public company, with first-hand experience of controlling corporate transactions from strategy to completion, and are likely to be qualified Accountants.

Candidates must have strong analytical and marketing skills, the ability to operate at Board level and be able to work effectively within a team. It is unlikely that candidates under 30 years of age will have sufficient experience for these positions. Career prospects are excellent.

Please write, indicating which position you are interested in, to David Gibbs, with full C.V. and salary details, quoting reference B/435/93.

### KPMG Selection & Search

Post House, 2 Cornhill Street, Birmingham B3 2DL.

## Treasury & Capital Markets

### Graduate Trainees

#### City Based + Banking Benefits

ING Bank is part of the ING Group, which is one of Europe's major financial institutions. The Bank has over 180 offices in 38 countries with well established operations in International Treasury & Capital Markets, Corporate Banking, Private Banking, Emerging Markets Banking and Asset Management.

As part of the continuing expansion of our London operations, we are seeking graduate trainees with 12 months banking experience, who wish to establish a career in Treasury and Capital Markets.

Please write in confidence to: John A. Newman, Head of Personnel, Internationale Nederlanden Bank N.V., 2 Copthall Avenue, London EC2R 7BD.

ING BANK

## NationsBank

### An outstanding opportunity for a creative young banker

### Relationship Manager

NationsBank has emerged as a new force in the international financial markets. Its strong balance sheet, coupled with a diverse product range and innovative approach to solving client funding problems has led to a rapid increase in business activity.

To meet this demand the Bank now seeks an additional relationship manager to augment the existing corporate banking team.

The ideal candidate will be a US bank credit trained graduate, with a minimum of 5 years banking experience. He/she will have extensive exposure to lending to major, blue chip, UK/European multinational corporates at agent, underwriting and participative levels.

Allied to this an understanding of a broad range of treasury, capital markets and corporate finance products, enabling him/her to not only cross sell the Bank's expertise, but also that of Panmure Gordon and Nations CRT.

This post represents an exceptional opportunity to join the growing London operation of one of the most profitable banks in the US.

The bank seeks the highest quality candidates and the remuneration package reflects the importance of this position. It will include a competitive basic salary, car, discretionary bonus, mortgage subsidy and the full range of banking benefits.

Interested candidates should contact Niall Macneil at BBM Associates Ltd (Consultants in Recruitment) on 071-248 3653 or write, sending a detailed Curriculum Vitae to the address below. All applications will be treated in the strictest confidence.

76, Watling Street,  
London EC4M 9BJ

BBM  
ASSOCIATES

Tel: 071-248 3653  
Fax: 071-248 2814

### HEAD OF COMPUTER DIVISION

The Botswana Building Society operates nine branches located throughout Botswana with the Headquarters located in Gaborone.

The Society requires the services of a suitably qualified Computer Professional to head its computer Division which is based in Gaborone. The successful applicant will also become a member of the Society's Senior Management Team.

The Society currently operates on-line and batch computer systems which utilise the PICK operating system. These systems have outlived their useful life and the Society has initiated a project to replace these ageing systems with modern hardware and up to date software. This will entail the use of the wide area networks and the maintenance of distributed databases.

The Head of the Computer Division will be responsible for:

- ◆ Complete control of all aspects of the Society's computerisation.
- ◆ The formulation of policy related to information processing.
- ◆ The management of existing computer staff.
- ◆ The testing of the new computer staff.
- ◆ The testing of the new computer systems.
- ◆ The transition from the old computer system to the new computer system.

The ideal applicant should have:

- ◆ Reached the age of thirty.
- ◆ At least ten years computer experience in the design and implementation of sophisticated computer systems.
- ◆ Proven managerial experience.
- ◆ A strong financial background.
- ◆ Previous experience in a building society environment would be advantageous.

The Society offers:

- ◆ Salary of £30,000 - £42,000 per annum.
- ◆ Benefits normally associated with a senior management position.
- ◆ Passage from outside Botswana.
- ◆ Post contract tax free gratuity.

Applications accompanied by a full CV should be sent under confidential cover to:

General Manager and Secretary  
Botswana Building Society  
P.O. Box 40029  
Gaborone  
BOTSWANA

To arrive no later than 31st October, 1993.

### VICE PRESIDENT OPERATIONS

#### Package Negotiable

A leading Group in Kuwait requires a resourceful and highly experienced V.P. for its operations. Our companies deal in Computers, Food Stuffs and Elevators. Also we are in the Trading and Contracting business. Reporting to the President, you will assist in the overall day-to-day operations of the business. Carry out a comprehensive review of each segment of our operations, and identify and develop new business opportunities. This is a challenging role that demands a highly enthusiastic and dedicated person.

The candidate will possess a professional qualification and a minimum experience of 20 years including at least 5 years in a leading role in a large corporation. Communication in both Arabic and English is required and ability to lead by example is a pre-requisite.

Please write in confidence with full CV and covering letter outlining your current package and career achievements to date to:

The Advertiser, P.O. Box 21119, Safat 13072, Kuwait or Fax (00965) 246-6202

### HEAD OF FOREIGN EXCHANGE TRADING

#### Competitive Package

A major European bank with a strong reputation in the Foreign Exchange market is looking for a Head of their FX trading team. The successful candidate will be in their thirties, with a minimum of five years FX Trading experience, including a focus on Scandinavian currencies. Successful management experience of a sizeable team and experience in trading both spot and forward FX are essential. Knowledge of German and at least one Scandinavian language is also preferable.

Please reply in writing with full CV, Ref OC158

BMI

1 SOUTH AUDLEY STREET, LONDON W1F 1NY Tel: 071 491 5506 Fax: 071 491 1495  
A Division of BNP & Co. Incorporated

### CORPORATE FINANCE PROFESSIONALS

A leading Turkish-based brokerage house with a broad foreign institutional client base is seeking corporate finance professionals to add to its growing corporate finance group. For both positions, fluency in a second language, including Turkish, is an asset. Applicants must be willing to relocate to Istanbul.

#### Corporate Finance Executive

Keen, aggressive and self-possessed, you will be responsible for all aspects of corporate finance deal origination, development and execution. This position offers excellent opportunities for those who can oversee a deal from client contact through mandate letter to closing.

#### Corporate Finance Analyst

Put a solid educational and professional background to work for the corporate finance group in the analysis and evaluation of corporate finance transactions. In addition to superb numeracy, you will possess strong writing skills which you will use to communicate your views and conclusions with clarity, speed and accuracy. Expertise with Lotus, MS Excel, MS Word, SAS, TSP or similar statistical software packages is a requirement for this position.

Applicants interested in the foregoing positions should respond by providing a curriculum vitae and a letter outlining career objectives and salary history and expectations, to: Greg Kiez, Acting Director of Corporate Finance, Global Menkul Degerler A.S. 368/11 Halaskargazi Cad. Gihit Apt., Sisli, Istanbul TURKEY 80220 Fax: (901) 230 22 35

### Corporate Treasury Systems Client Support

MCM is adding more client support professionals to our treasury management systems team. Experience in financial software and PC Systems essential. Corporate Treasury experience, direct or in support, helpful. Please send CV and covering letter (reference FBS/FT/93-4) to:

MCM

Multinational Computer Models Ltd.  
Attention: Personnel Department  
Butler House, 19-23 Market Street  
Maidenhead, Berks. SL6 8AA  
Fax: 0628-71540

## Opportunities in Corporate Finance and Trainee Fund Management

Due to increasing business success, a major British Merchant Bank is seeking junior Executives with 1-2 years' work experience for several of its business areas.

Your role will be to support specialist teams providing succinct analysis of sectors, companies and countries. You will be also required to make an immediate contribution in terms of ideas and client liaison.

You should have a 2(1) degree, preferably in Economics, Law or a business related discipline, and have

proven analytical and PC skills as well as experience of writing reports.

You will need to be a confident communicator and fluency in a European language would be advantageous. Thorough training will be provided and opportunities for progression are excellent.

Please apply in strict confidence, enclosing a detailed CV including current salary and indicating your preferred business area, to Geoff Selby (Ref. GR/66), Buckley Deane Wakefield Limited, 38 Charterhouse Square, London EC1M 6EA.

BDW ASSOCIATES

### HEAD OF CAPITAL MARKETS

A joint venture bank headquartered in Cairo is seeking to recruit an experienced Capital Markets Professional to head up this activity.

Applicants should be familiar with money market instruments; mutual fund development & management; company valuations; public offerings etc. In addition they should be fluent Arabic speakers and have a familiarity with Egyptian banking most likely acquired by having previously worked and lived in the country.

Salary and Benefits offered are very competitive and reflect and importance of this senior management role within this Bank.

Applicants should send their CVs to:

Ms. Kamilia Hussein  
4, Hassan Sabry St.  
Zamalek, Cairo  
Telephone No: 02-3400063

EAB

البنك المصري الأمريكي  
Egyptian American Bank

## EQUITY RESEARCH ASSISTANTS

- Assistant roles to provide support to the Pan European Equity Research Analysts offering career prospects for success-orientated individuals.
- The opportunity to work at a highly-rated International Securities House with a first class industry reputation for their Equity Research Product.
- You will have at least two years experience within the Equity Markets in either Sales or Research. Aged in your twenties, you will have a quality degree, spreadsheet experience and also a knowledge of accounting and analysis. The role will include statistical analysis, financial analysis of company figures and reports and the production of written research material in a demanding, pressurised environment. The successful candidate will work with the Analysts, specifically the Chemicals Analyst and UK Electronics and Telecommunications Analyst, to provide current, up to date research and forecasts on the European Industry for the Equity Sales, Trading and Corporate Finance teams.
- Please contact Oliver Wells in strictest confidence at: Michelangelo Associates, 36 Whitefriars Street, London EC4Y 8BH. Tel: 071 936 2857, Fax: 071 583 6531.

### INTERNATIONAL PRIVATE BANK

## Unique Marketing/Team Leadership Opportunity

### Niche Middle East Focus

#### Excellent package

#### London-based

#### The Appointment

A unique U.S.-based global financial institution, whose outstanding performance positions it in the premier league, is taking a uniquely creative approach to the successful expansion of its Private Banking business in the Middle East. Recognising the growing financial-service needs of Saudi women, while at the same time seeing significant growth in its overall activities in the Middle East region, its International Private Bank seeks an unusual individual who can perform a two-fold role; to spear-head marketing and product delivery at the most senior levels to female clients in Saudi Arabia, and to be overall Head of the expanding Middle East team.

#### The Requirements

- A high calibre individual with the status to take up this senior appointment; outstanding maturity, interpersonal skills and management ability.
- A minimum of 10 years' experience of marketing a diverse range of banking products to the Middle East - not only "traditional" Private Banking & Investment Management.
- Experience of the Middle East region; fluency in Arabic and English is essential and ideally French.
- Track record of establishing and maintaining strong client contacts with female clients in Saudi Arabia.
- Thorough familiarity with the U.S. banking environment.
- Experience of Swiss Private Banking.

Interested candidates should write to Paul Meuris at BBM Associates Ltd (Consultants in Recruitment) enclosing a full Curriculum Vitae which should include contact telephone numbers. All applications will be treated in the strictest confidence.

76, Watling Street,  
London EC4M 9BJ

BBM  
ASSOCIATES

Tel: 071-248 3653  
Fax: 071-248 2814



مكة امه ليا

**IBFG Interdisciplinary Consulting & Research Group Ltd**

Our client is a renowned, medium-sized private investment bank situated in Zurich's financial district with a strong focus on brokerage business.

With a view to expanding services to institutional investors the bank is looking to complement its small, highly motivated team by a

**SENIOR FINANCIAL ANALYST**  
(male or female)

who would provide the major impetus for selling Swiss shares.

Candidates for this position ideally should have a sharp analytical mind and commensurate track record combined with a high degree of self-assurance and conviction in dealing with clients as well as the requisite will-power to demonstrate exceptional performance both independently and as a team player.

If you feel qualified, we would be pleased to receive your application including the necessary particulars. Complete discretion is assured.

Dr Leopold Kohn, Managing Partner  
IBFG Interdisciplinary Consulting & Research Group Ltd  
Beckenhofstrasse 16, PO Box 176, 8035 Zurich / Switzerland  
For further information or details, phone +44-1-382 9900.

**Sassoon (Europe) Ltd**  
BROKER: SOUTH EAST ASIA

J.M. Sassoon is an international stockbroking firm which has been specialising in the marketing of South East Asian securities for well over 30 years. Sassoon (Europe) Limited is a member of the Sassoon Group of Companies and is currently strengthening and expanding its broking activities in the London office.

We are seeking to recruit Salespersons with thorough recent experience in marketing South East Asian stocks with a focus on Hong Kong, Singapore and Malaysia. Your client list must include U.K. institutions. You should have a high level of motivation and will be expected to fulfil an important role in a dynamic team.

Performance will be rewarded with an excellent salary and attractive incentives.

Interested candidates should contact:

R.M. Nelson, Chief Executive, Sassoon (Europe) Ltd.  
53 Tinsley Street, London SE1 2QN  
Tel: 071 378 6399 Fax: 071 378 8420

**Corporate Banking**

Our client is a highly rated, North American bank, with a well established presence in London and other major financial centres.

The bank now seeks to recruit an Associate, to support Account Managers in marketing the full range of Corporate Finance and Treasury products to UK corporates.

Applicants should ideally have 2-3 years relevant banking experience and possess strong analytical skills. Candidates should also be university graduates, highly motivated and PC literate, with effective communication skills.

This post is an important element of the Bank's structure and applications are encouraged from candidates seeking long term careers in a demanding and meritocratic environment.

Salary will be dependent upon qualifications and experience and the total remuneration package will be highly competitive.

Interested candidates should contact Niall Macnaughton at BBM Associates Ltd (Consultants in Recruitment) on 071-248 3653 or write, sending a detailed Curriculum Vitae to the address below. All applications will be treated in the strictest confidence.

76, Watling Street, London EC4M 9BJ

**BBM**  
ASSOCIATES

Tel: 071-248 3653  
Fax: 071-248 2814

**INTERNATIONAL PRIVATE BANKING**  
MANAGER AND DEPUTY MANAGER OFFSHORE

A major International Private Bank has vacancies for a Manager and a Deputy Manager to run and develop International Banking Services in the Isle of Man.

Candidates should possess appropriate professional qualifications and be fluent in at least English and Swiss German. Extensive experience of onshore and offshore international banking is necessary and in particular the candidates need to demonstrate a high degree of specialised knowledge in dealing with Fiduciary Deposits and Products.

An attractive benefits package commensurate with a leading financial institution will be offered.

Preliminary interviews will be held in the British Isles.

Detailed Curriculum Vitae should be sent in the strictest confidence to Box B1707, Financial Times, One Southwark Bridge, London SE1 9HL.

**MERIDIAN INSTITUTIONAL EQUITY SALES x3**

Ambitious team players are required for 3 new positions within a major int'l investment bank.

Experience in institutional sales or fund management preferable.

Call Emily Aldrich (rec cons) 071 255 1555

**CONFERENCE PRODUCERS**

AIC Conferences is one of the world's leading organisers of business conferences. The company has recently opened new offices in New York, Mexico, Chile and London. Rapid expansion of the London Office is creating openings for conference producers.

As a Conference Producer you will be responsible for researching and writing conference programmes on topical business issues. You must be confident, self motivated and hardworking. You must have a good university degree and preferably two years commercial experience in an area such as banking, law, government, IT, manufacturing or health.

Please forward your resume by the 12th October to:

Charles Macdonald, General Manager, AIC Conferences, Nestor House, Playhouse Yard, London EC4A 5EA.

**Senior Investment Analyst UK Equities**

One of the UK's leading London-based investment management organisations has a requirement for an experienced investment analyst to join its UK equities team. Initial responsibilities will entail the in-depth coverage of a number of market sectors and the selection of stocks for a range of pension fund and insurance portfolios.

The position is likely to appeal to investment analysts with 2-3 years' investment research experience with the primary focus on the UK market. Candidates must possess well developed interpersonal and communication skills and will be graduates probably in their mid twenties.

If you would like to be considered for this opportunity, which offers a competitive salary and benefits package and the prospect of early advancement to portfolio management responsibility, please write in confidence to:

IMR Recruitment Consultants, No. 1 Northumberland Avenue, Trafalgar Square, London WC2N 5BW (tel. 071 872 5447).

**IMR**  
INVESTMENT MANAGEMENT RESOURCES

**APPOINTMENTS WANTED**

**MEXICO**  
Dynamic banker (32) seeks position in Mexico. Extensive background in debt restructuring and M&A related corporate finance transactions in Mexico. Fluency in German, English and Spanish. Swiss citizen, graduate in economics. For more details, please write to: Financial Times, B1719, Financial Times, One Southwark Bridge, London SE1 9HL.

**TRANSLATOR**  
LADY, 34, TRANSLATOR AND SIMULTANEOUS TRANSLATOR IN GERMAN, ENGLISH AND FRENCH SEES FORTY FULL TIME OR ON A CONTRACT BASIS AS P.A. TO TRAVEL AGENTS. FAX NOS: 831-553 6785. Write Box B1718, Financial Times, One Southwark Bridge, London SE1 9HL.

**STOCKHOLM**

Highly qualified (A.C.A. big 3) with vast range of work experience at manager level (Corp. finance, banking, research, compliance, administration) moving to Stockholm seeks position.

Write to: Box B1716, The Financial Times, One Southwark Bridge, London SE1 9HL.

**FINSBURY CONSULTING LIMITED**  
**TOTAL QUALITY MANAGEMENT ENEG**

As part of its commitment to Total Quality Management a Major U.K. banking group with a global presence wishes to appoint a **QUALITY FACILITATOR AND COMMUNICATION CO-ORDINATOR** to its London Head Office. You will ideally have hands-on experience in the development of TQM to ISO 9001/2 standard either in the manufacturing or service sector. It is likely you will be aged 25-35 and for the more senior post be a graduate with a business administration qualification.

Please contact Anne Langdon at: 16 City Road London EC1Y 2AA  
Tel: 071-628 9421 (24 Hrs) Fax: 071-256 9276

**FT/LES ECHOS**

The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world. For information on rates and further details please telephone:

Clare Penwell on 071 873 4827

**RESOURCEFUL**

Numerate, literate, male, London, seeks genuine opportunity working from home.

Please reply to: Box B1717, Financial Times, One Southwark Bridge, London SE1 9HL.

**Finance Director**  
Central London £45,000 + Benefits

An exclusive, fast growing retail group with a quality product range is seeking a Finance Director to strengthen the management team at Board level.

Key issues to be tackled include significant input to strategic development of the business and implementation and management of integrated systems and controls.

Suitable candidates will be graduate, qualified accountants with broad experience covering management and financial reporting, MIS, treasury and financial control. Experience of change management in a retail or related business is strongly preferred.

Business acumen, flair and drive are essential, as is a creative, highly credible management style.

Please send a full CV to Pippa Curtis, Douglas Llambias Associates, 410 Strand, London WC2R 0NS. Tel: 071 836 9501 or Fax 071 379 4820 quoting ref 710PC.

**DOUGLAS LLAMBIAS**  
RECRUITMENT CONSULTANTS

**ACUSON**  
COMPUTED SONOGRAPHY

**European Financial Controller**  
West London c. £50,000 + Benefits

Acuson is the worldwide leader in the design, manufacture and marketing of medical diagnostic ultrasound systems.

Due to the relocation of their European Headquarters from Frankfurt to Stockley Park they are recruiting a qualified accountant with significant international experience to control their pan-European operations.

The scope of this role will be to:

- \* Manage all aspects of financial support to the European Distributor business and as required provide guidance and support to the European Subsidiary Controllers.
- \* Ensure successful budgeting and business forecasting.

Additional responsibilities will include:

- \* Contract construction and financing.
- \* Advising on investment decisions.
- \* Managing all banking, treasury and exchange exposure issues.

A comprehensive benefits package including car and profit sharing is offered together with a salary of circa £50,000.

Candidates should send their CV to David Brownlow at Douglas Llambias Associates, 410 Strand, London, Tel: 071 836 9501. Fax 071 379 4820. (ref 710DB)

**DOUGLAS LLAMBIAS**  
RECRUITMENT CONSULTANTS

**INTERNATIONAL MANAGEMENT GROUP**

International Management Group, Mark McCormack's worldwide sports and arts management organisation is looking for a

**CORPORATE TAX EXECUTIVE**

to join its Corporate Tax Department in Cleveland, Ohio. This position will require excellent international tax experience with a good understanding of European country taxes. Its principal responsibility will be tax planning and research for IMG operations in Europe, however a solid practical accounting background will be essential for other responsibilities: preparation of projections, analysis of financial data, assisting in preparation of tax returns, etc. The successful applicant will be an ACA (or equivalent, CPA in US, etc) with at least four years post qualification experience in a large firm, will have in depth experience of and expertise in European country taxes, and a basic understanding of U.S. corporate taxation, especially relating to U.S. taxation of international transactions.

Please reply in writing with full C.V. to Louise Dier, Pier House, Strand on the Green, Chiswick, London W4 3NN.

**FAST EXPANDING CORPORATE FINANCE DIVISION OF SUBSTANTIAL FINANCIAL GROUP WISHES TO ATTRACT EXPERIENCED EXECUTIVES**

Successful candidates are likely to have graduated from Financial Consulting or Corporate Finance Departments of the big accountancy firms or smaller M & A departments of a Merchant Bank or Venture Capital House. Key attributes will include proven financial modelling capabilities, outstanding commercial drive, excellent communications and presentation skills. Keen sense of humour essential.

Self-motivating applicants should forward CV's to: Box No A464, Financial Times, One Southwark Bridge, London SE1 9HL.

**TOWER HAMLETS HOUSING ACTION TRUST**  
Director of Finance and Administration  
up to £42,000 + BEN

The Tower Hamlets Housing Action Trust, with the full support of residents has the exciting task of taking forward the redevelopment and improvement of three 1970's estates in Bow. The programme will involve major capital works to replace and refurbish 1600 units phased over 5-7 years at an estimated cost of £80 million. It will work in close partnership with those over 5-7 years at an estimated cost of £80 million. As well as providing high living on the estates, the private sector and other agencies. As well as providing high standards of living, the HAT has broader social objectives to improve community facilities and enhance training and employment opportunities for residents.

The Trust is now seeking a Director of Finance and Administration to develop and implement its financial policies and procedures. The successful applicant will be a qualified accountant with both public and private sector experience, used to preparing and managing multi million pound budgets, with excellent organisational and communication skills.

The principal responsibilities will include overall financial management, preparation of budgets, plans and forecasts, overall systems and project management, development of financial policies, raising finance, capital project appraisal, tax personnel and general administration policies, used to preparing and managing multi million pound budgets, with excellent organisational and communication skills.

Application form and information pack are available from Regina Obiora at Tower Hamlets HAT Office, 278/279 Lefevre Walk, Bow London E3 2RD or telephone 081 983 4698 between 9am and 5pm Monday to Friday quoting reference No DFA/83. Closing date for applications is 29 October 1993.

The Tower Hamlets HAT is committed to providing equal opportunities.

**FINANCE DIRECTOR**  
Publishing Dorset To £35,000 + Benefits

Our client is an independent, international publishing house with an enviable reputation for quality and innovation. The company is committed to growth and in this connection now seeks a financial director with initiative and ability.

The ideal candidate will be a bottom line oriented, qualified accountant - probably aged late 20/30s - with a proven ability to implement and manage change in a challenging environment. Principal accountabilities will be to maintain and develop the company's accounting systems, provide monthly management information including management accounts and cash flow forecasts, and apply pragmatic solutions to commercial issues. First class communication skills, personal maturity and the ability to work with a small, committed, management team are essential.

Knowledge of publishing would be a significant plus, but experience of other, relevant, service industries will be considered. The successful candidate will possess the potential to develop as the company continues to grow: this is a first rate opportunity.

Please write, enclosing career and salary details to: James Fane-Gladwin, Director, Beauchamp Browne, 5 Old King Street, Bath BA1 2JW, who is advising the company.

**Hong Kong based**  
**INTERNATIONAL FINANCIAL CONTROLLER**

Fund Management Company with an established reputation as a leading player in South East Asia seeks an experienced qualified accountant with a strong background in the financial services industry.

Reporting to the Board, the Financial Controller is responsible for the day to day implementation of financial controls for the Group's international business network and for corporate financial management. The successful applicant should have particular awareness of fund accounting, corporate secretarial matters, treasury management, international tax legislation and have strong administrative skills.

A graduate chartered accountant from a leading firm, probably in your early 30s, results-driven, confident, industrious team-spirited and adaptable with experience gained in a commercial environment and used to communicating at the highest level. Single status preferred.

£Attractive + Relocation Expenses, housing and normal benefits.

Please write enclosing a full CV, recent photograph and salary expectations to Box B1712, Financial Times, One Southwark Bridge, London SE1 9HL.

Closing Date 19th October, 1993



## ACCOUNTANCY COLUMN

## Portion of Cadbury may taste more bitter than sweet

Andrew Jack wonders whether proposals for internal controls are focused in the right direction

**T**HOUSANDS of copies of an unlikely bestseller are circulating in British boardrooms this month in a sale driven by fear. The text is one which could test executives' powers of imagination with words as much as accounting standards have, in the past, challenged their creative use of numbers.

After a tortuous period of gestation through more than 17 drafts, the working group on internal control has produced a weighty document designed to provide directors with advice on developing and commenting on effective financial controls.

*Internal Controls and Financial Reporting* runs to 70 pages of tightly-packed text, ranging over six chapters and six appendices. It was championed by the Institute of Chartered Accountants in England and Wales, with six chartered accountants drawn from business and the profession as members.

Few can have expected all this work to have been spawned by a few almost throw-away lines in the report of the Cadbury committee on the financial aspects of corporate governance, issued last December. Cadbury recommended that "the directors should report on the effectiveness of the company's system of internal controls", and called on the accountancy profession to develop the "necessary guidance" to allow this to take place.

Businesses would be foolish to ignore the document, however tempting that might be. If and when it is ever approved, it will become an essential part of the recommendations in the Cadbury code. Listed companies will be required to provide a statement on internal controls. Failure to comply could result in action by the Stock Exchange.

On the whole, the guidelines manage to do an effective job of sketching out the background to the subject and highlighting issues to consider. The document defines internal controls as systems established to provide reasonable assurance of effective financial client operations, reliable financial information and reporting, and compliance with laws and regulations.

It says controls are needed in order to comply with the law, act as a management response to growing corporate size and complexity, and provide a means for boards to identify and evaluate risks for the prudent operations of the company on behalf of shareholders.

It argues that internal control structures have four separate "elements". The first is the control environment, fostered by the board for all individuals in a company to take the subject seriously. The second is the identification of risks, control priorities and objectives. Third is control activities: the policies and procedures to ensure that the objectives are achieved. Fourth is monitoring and corrective action.

All these points seem very logical, desirable and even patently obvious on paper. They reflect an increasing focus on internal controls, not least that highlighted in a paper earlier this year by the Institute of Chartered Accountants of Scotland, which sees a far greater role for internal auditors in place of external auditors in the future.

The most vocal, and effective, critic of the internal controls proposals has been the Hundred Group of leading

finance directors. Following dire warnings of "corporate overload" generated by a raft of new proposed guidelines issued in the last few months, the group recently gained agreement for greater consultation, co-ordination and delay.

Partly as a result, the document, which was originally due in June, has only just been released, and is now out for consultation until the end of next February. That means if it ever finally appears, it is unlikely to be in place for reporting by companies with year-ends before the end of 1994.

In a speech last week, Mr Nigel Stapleton of Reed Elsevier, chairman of the Hundred Group's technical committee, urged standards-setters to "make haste, carefully".

There were too many peripheral issues under discussion, with guidelines often inadequately drafted. The danger is that companies - many already with good internal control systems - will be saddled with substantial additional costs to report on internal controls, while those without will still be able to slip through the net and avoid fairly reporting on the state of their systems.

It is tempting to dismiss these criticisms as self-interested attempts by boards to save costs and evade efforts to make them more accountable. That would be far easier to do if those taking the alternative, working party line were entirely dispassionate. But they are not.

The accountancy firms have been cashing in on Cadbury in a big way. It came as no surprise that publication of the document last week was immediately welcomed by KPMG Peat Mar-

wick and Coopers & Lybrand, for instance. KPMG, Arthur Andersen and Touche Ross have all recently produced booklets on the topic.

While calling for greater attention to internal controls, the firms have been aggressively marketing their advice to steer companies through the confusion caused by the fall-out from the corporate governance movement.

In the longer term, some of the firms are estimating that ensuring companies are complying with the Cadbury code - notably on internal controls and whether it is a "going concern" - will add between 10 per cent and 25 per cent to the annual audit fee.

As the working party document says, most companies will need to review their internal control systems as part of the process of generating their statement of compliance with the code. For smaller companies, one accountant estimates that will typically cost several thousand pounds in consulting fees to write systems.

What is unclear is how far this will be a paper exercise to satisfy the auditors rather than something which genuinely adds value.

In a chapter on the statement that directors will be required to make, the working party urges that the wording should be free-ranging rather than adhering to a formulaic "boiler plate", something which is sadly the norm in auditors' reports. It wants directors to list "reportable weaknesses" which have been discovered, and describe remedial action being taken.

If it worked, such text would provide wonderful information for readers of accounts, not least journalists. But it would also mark a remarkable

change in the normally bullish texts available up till now, and leave boards feeling exposed and more vulnerable to legal action than a standardised form of words.

Guidance is now being developed by the Auditing Practices Board on how auditors would verify the statement. But it is unclear how detailed this is likely to be and what would happen if there was disagreement between auditors and directors over the state of internal controls.

Boards would clearly do everything possible to prevent a qualification in their accounts driven by disagreement on the topic. Yet the recommendations seem to leave little room for them to conceal the sins of the past, since they are being required to own up to weaknesses and say how they are making amends. That contrasts with accounting standards which allow for disputes to be resolved and policies changed following discussion with the auditors but without any public statement.

This would suggest that boards will impose greater pressures on their auditors not to qualify their statements - on pain of loss of audit fee or job. And, unlike with the Financial Reporting Review Panel for accounting standards, auditors would not have the power of an external regulator party to the discussions with which to threaten compliance.

As a result, the statement on internal controls runs the risk of being costly but worthless.

*Internal Controls and Financial Reporting*, from Lisa Groves, Working Group on Internal Control, PO Box 433, Moorgate Place, London EC2P 2BJ, 25.50.

## SCAA SCHOOL CURRICULUM AND ASSESSMENT AUTHORITY

The School Curriculum and Assessment Authority was established on 1 October 1993. Based in London, it advises the Secretary of State for Education on all aspects of the curriculum and its associated assessment arrangements; is responsible for the administration of national testing arrangements and the approval of public examination syllabuses; supports schools in the implementation of the National Curriculum and its assessment and will manage consultations on future changes to the National Curriculum and SCAA is currently seeking to appoint a:

## CHIEF FINANCE OFFICER

GRADE 7 - SALARY RANGE £25,330-£39,227 plus London Weighting of £1,776

Ref No. 31

The Chief Finance Officer will have responsibility for managing the finance and accounting function, including payroll, pensions and purchasing. The work includes the financial management of contracts up to £1.2m per annum, as well as advising on legal aspects. The CFO will be supported by ten other staff within the Finance Section and will report to the Director of Finance and Personnel.

Applicants should be qualified accountants with the ability to analyse and resolve complex financial issues and should have significant experience of analysing and co-ordinating estimates and preparing final accounts. Experience of contractual matters and management of staff is also required. Experience within the public sector at a senior level is desirable, as is the ability to bring a commercial understanding to the work.

The post will be offered on a fixed-term (renewable) contract basis, normally for an initial period of three years. Benefits include a non-contributory pension scheme, up to 30 days annual leave, relocation assistance up to a maximum of £5,000 and an interest-free season ticket loan.

Application forms and further details are available from:

SCAA Personnel Team

Newcombe House

45 Notting Hill Gate

London W11 3JB

Telephone No. 071 243 9216 stating reference number

Closing date for return of application forms: 21 October 1993

SCAA will be an equal opportunity employer. Applications are welcome from individuals irrespective of race, sex or marital status.

## European Finance Director

(French/German speaking)

## M4 Corridor

Our client, a wholly owned subsidiary of an internationally renowned US manufacturing group with a European turnover in excess of £60m, is looking to recruit an exceptional calibre financial businessperson to the challenging role of European Finance Director.

Reporting to the European Managing Director, who is based in the UK, the successful applicant will act as part of the senior management team and will take responsibility for the day-to-day finances of the company. In broader business terms the European Finance Director will be expected to make a major contribution to the commercial aspects of the group's European operations from a financial standpoint. This is not an ivory tower appointment and the postholder will be expected to participate fully at local operational level throughout Europe and to ensure the progressive removal of national country boundaries to provide common reporting procedures.

## £Neg + Car + Bonus

Candidates for the position will be graduate, qualified accountants, likely to be in the 35/45 age range, with demonstrable experience of a medium sized manufacturing environment with European and US reporting structures. Key strengths will include manufacturing costing techniques, MIS, taxation and US GAAP; in addition first-hand exposure to acquisitions and disposals would prove beneficial due to the group's commitment to growth in Europe both organically and through acquisition.

Interested candidates should write enclosing a detailed curriculum vitae with salary details and outlining their suitability to the position to Jeff Cottrell, Ernst & Young Corporate Resources, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 3NH, quoting reference JC480, or telephone 071-531 1025 for an informal discussion.

**ERNST & YOUNG**

## FINANCIAL CONTROLLER

Central London

c.£42,000 + Benefits



Widely recognised as being one of the UK's leading independent consulting practices, this organisation boasts an impressive portfolio of international clients across a wide range of business sectors, which have contributed to its consistent levels of both growth and profitability.

An outstanding opportunity has been created for a highly skilled and experienced finance professional to head up the firm's finance function in a role that reports directly to the Chairman of the business.

The position will dictate adopting a "hands on" approach to all aspects of financial control and management reporting in addition to focusing on various ways in which finance can make a more positive impact on the further growth and development of the business.

As a qualified graduate accountant, ideally aged in your early to mid 30's, you should possess a strong academic background and be able to display an ability to relate well to non-finance professional staff gained from working in a service related business environment.

Interested candidates should write to Charles Austin or Michael Herst, enclosing a full Curriculum Vitae and quoting reference CA444.

**HARRISON WILLIS**

SEARCH AND SELECTION PARTNERSHIP

39-40 Albemarle St., London W1X 3FD. Tel: 071-629 4463

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## GROUP FINANCE DIRECTOR

London

c.£55k + Bonus + Car + Options

With an enviable track record of profitability this quoted Plc - a leading edge technology group of business services companies - is seeking to appoint a Group Financial Director.

The Group, based in the 'City', is capitalised at over £100m with multisite operations in the UK and the USA and is positioning itself for future organic and acquisitive expansion.

Your role will focus upon strategic and tactical analysis and direction with regards to the financial implications - both performance and financing - of ongoing business and future expansion. Paramount to this will be the introduction of stronger and more sophisticated financial discipline, controls and analysis together with the enhancement and creation of a more proactive planning process in order to provide a secure platform for the above.

You will be a qualified graduate accountant, probably aged 35-42, with experience in medium sized service industries. A high level of technical competence and knowledge of Plc reporting is essential combined with significant interpretative and financial skills. Awareness and knowledge of the needs of the 'City', together with acquisitions experience would be an added advantage.

It is a challenging time to be joining the Group as it strengthens its team and reshapes itself for growth in the 90's. If you can satisfy our client's needs please submit your Curriculum Vitae in application to:

Ref:1234/FT  
Wayne Thomas, Director,  
Whale Thomas Hodgkins plc,  
13 Berkeley Square,  
Clifton,  
Bristol BS8 4JG.



WHALE THOMAS HODGKINS PLC

## Finance Director

Consumer Products

c.£50,000 + Car + Benefits

West Midlands

Outstanding, high profile role for highest calibre, finance professional. A unique and successful international business, marketing led and strongly innovative.

## THE COMPANY

- Major electronic consumer products business. Reputation for quality and innovation.
- Dominant market share through aggressive advertising, new product development and T.V. marketing campaigns.
- Highly committed, forward thinking senior management team.

## THE POSITION

- Wide ranging, hands on, commercially orientated role. Integral part of senior management team.
- Sustain and develop incisive management information. Control financial and current exposure on international sourcing. Maximise contract profitability.

- Full responsibility for budgets, forecasts, financial management and IT.

## QUALIFICATIONS

- Graduate calibre, qualified accountant, foreign sourcing exposure. Highly developed PC and mainframe skills. Marketing led, FMCG/consumer product background.
- Commercial, proactive, challenging manager, capable of valid and innovative strategic input. Keen to take on new responsibilities.
- Strong character, good man manager and motivator. Performance driven.

Please write, enclosing full cv, Ref BM3989  
NBS, Berwick House, 35 Livery Street,  
Birmingham, B3 2PB

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London 071 493 6392 • Manchester 0625 539953  
Aberdeen 0224 638080 • Edinburgh 031 220 2250



## Figure conscious

Financial opportunities in our  
Leicestershire headquarters  
Attractive salary plus car

Next has grown into one of the UK's premier names in retail, with sales and profitability rising - an outstanding record, and one strengthened even further by the figures of our most recent half year returns.

Our culture is young, dynamic and highly successful. So too is the financial team that's planning and taking positive action for the future.

To contribute, your personality, professionalism and ambition should be perfectly in tune with this culture. If so, you could soon be sharing our success at our Head Office in Enderby, a village on the rural outskirts of Leicester close to the M1 and M69 motorways.

## Financial Analyst

Here you'll be expected to identify and exploit profit opportunities in branch trading - a role where there's considerable potential to build on our successes. It's a tough challenge and to meet it you should be a qualified accountant whose strong analytical and forecasting skills are supported by 1+ years' experience of management accounting in retail or similarly fast-paced business.

## Stock Administration

Accounting Manager  
Heading a small team that liaises between merchandisers and over 300 branches, you'll be managing the perpetual inventory, investigating and

acting upon any discrepancies on the stock file and accurately calculating the financial implications. Your financial acumen, initiative, organisational skills and ability to prioritise will be tested to the full. A proven, hands-on record of perpetual inventory management is the keynote here - and accountancy qualifications, though not essential, would help in your further career development.

Both positions carry a highly attractive benefits package, including bonus scheme, company car, private health insurance and generous staff discounts.

Your next step is to write, with full CV, to Julie de Groot, Personnel Controller, Next Retail Ltd, Desford Road, Enderby, Leicestershire LE9 5AT quoting Ref No. M500 and stating which position interests you.

Closing date: 22nd October 1993.

Next is committed to equality of opportunity in employment.

**NEXT**

LOOKING GOOD FOR YOUR CAREER

## FT/LES ECHOS

The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world. For information on rates and further details please telephone:

Clare Peasnell on 071 873 4027



## Financial Controller

Malawi Excellent Expatriate Package

Oil Company of Malawi (1978) Limited, based in Blantyre, is the country's largest distributor of oil products with a market share exceeding 50%. Our client now wishes to appoint an experienced Financial Controller capable of making a major contribution to its continued success.

Reporting directly to the Chief Executive Officer, your priorities will be to manage and motivate a team of 50 staff, responsible for maintaining tight financial controls and producing crucial management information, and to co-ordinate a project to install new systems and procedures. You will be involved in financial planning, budgeting and forecasting and, as a vital member of the management team, will advise on product pricing, IT issues and future strategy.

Applications are invited from qualified, commercially-minded accountants with proven leadership qualities for whom this role would represent an upward career move. Oil industry exposure and a record of success in systems implementation are prerequisites, whilst previous expatriate experience is desirable. Vital personal attributes include ambition, initiative and a robust, adaptable character.

The comprehensive remuneration package includes generous salary and bonus, expensed car, gratuity on completion of contract and substantial assistance with educational fees. Blantyre boasts excellent recreational facilities, while Lake Malawi and its shoreline offer numerous leisure attractions.

Please write, in confidence, enclosing full career and salary details, to Tim Knight, quoting reference TCK/0710.

**KPMG** Selection & Search  
1-2 Dorset Rise, Blackfriars, London EC4Y 8AE

## Vice President - Audit

Leading Multinational Group

London Base

c. \$100,000 + bonus + car

Our client is a leading consumer products group that has an accomplished record of brand development on an international scale. It has achieved leading market positions across world markets through enterprise, innovation and shrewd investment.

An opportunity has arisen for a senior audit professional to lead a large team providing coverage throughout the Group.

Key tasks will include:

- Adding value to the business by recommending improvements to management controls and identifying opportunities for cost efficiencies and profit improvement;
- Assisting management in the implementation of controls and procedures;
- Developing a high calibre, well-respected team to ensure that Audit is recognised as an excellent training ground for financial

and EDP management talent.

Potential candidates must have at least ten years' management experience in a fast-moving international environment. Audits will be conducted in all major functional areas, which will require strong business acumen and broad based experience.

Excellent communication skills, strong leadership and sound technical ability are mandatory. Fluency in a second European language is required.

Opportunities for career development within this progressive and dynamic group will only be limited by ability.

The position will require approximately 30% international travel.

Please send a full CV in confidence, quoting reference number 231 on both letter and envelope, and including details of current remuneration.



SEARCH & SELECTION  
CLAREBELL HOUSE, 6 CORK STREET, LONDON W1X 1PB. TELEPHONE: 071 287 2820  
A GKRS Group Company

## Finance Managers

The core business of a major plc, this multi-million pound division is achieving significant profit growth, thanks to excellent standards of customer service, vigorous cost control and a capital investment programme of over £100 million.

As part of their strategic development, a progressive decentralisation over the next two years will create seven separate Business Units. Each will have a multi-discipline management team who will be accountable for the commercial success of the Unit.

As head of the finance function in one of these teams, your brief is to ensure that all aspects of financial management and control within the Business Unit operate effectively. Your colleagues will benefit from your expert professional advice and the provision of accurate, timely financial information to support their management decisions. But even more than this, you will bring your broader business skills and management experience to influence the massive change process required to move to the devolved structure.

A graduate, qualified accountant probably still in your early thirties, your track record of success will have been achieved in a culture where continuous improvement and customer satisfaction are paramount. Excellent communication, influencing and other interpersonal skills will enable you quickly to establish credibility and effective working relationships, not only in the Business Unit but also at Divisional level.

The reward package (which includes relocation assistance where appropriate) reflects the importance of the role. Future opportunities for personal growth and development within the Group are excellent. Take the first step by sending a comprehensive CV (including current salary details) to Andrew Burke, Macmillan Davies, Colston Centre, Colston Street, Bristol BS1 4UX.

influential management  
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Midlands &  
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c. £32,000 plus car  
& benefits



Macmillan Davies

SEARCH & SELECTION

## LEOMINSTER MARCHES HOUSING ASSOCIATION

**FINANCE DIRECTOR** Salary up to £35,000 (inc. PRP)

LMHA has been set up to receive the transfer of 1870 properties from Leominster District Council. Tenants have been balloted and have voted overwhelmingly in favour of the transfer, which is scheduled to take place early next year. The Association is now being established, and is seeking its first Finance Director.

We need a skilled professional to lead our Finance team and, as an important member of the Senior Management Team, to help build and develop the Association into one of the leading social housing providers in the West Midlands. A recognised qualification and housing association experience would be desirable.

The job will be demanding, and you will need to demonstrate a strong commercial awareness, have an ability to manage a substantial loan portfolio, and be able to deliver results.

The rewards are an excellent remuneration package including contributory pension scheme and relocation allowance, the opportunity to work in a delightful rural area, and the chance to make a positive contribution towards the creation of a new organisation.

For an application form contact Liz Rogers on 0568 610470 (Fax 0568 610993). If you wish to have an informal chat about the post before applying, ask to speak to Irene Usher, LMHA's Managing Director, on the same number. Closing date for applications - 25th October.



LMHA is committed to Equality of Opportunity. We welcome applications from all races, both sexes and people with disabilities. The Association wishes it to be known that it is a non-smoking organisation.

## ASSISTANT FINANCE DIRECTOR

— Corporate Finance

Central London up to £40,000 + car + benefits

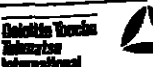
Our client, a plc backed by blue chip institutional investors, is currently undertaking an ambitious expansion programme to realise new market opportunities in a re-emerging sector, and plans to double its market capitalisation by the end of 1993. As this will largely be through acquisition, corporate finance will be an integral part of its overall growth strategy for the group. A number two to the Finance Director is now required to play a key role in all aspects of the development programme.

You will need to demonstrate a broad range of corporate finance experience, which includes advising on acquisitions and regulatory requirements, appraising risk and structuring complex deals. In addition, these skills must be matched by your effectiveness in helping to manage day to day operational accounting and finance and company secretarial activities.

A young (26-35) ACA, you will have gained first class, wide ranging corporate finance experience. With an incisive mind, an eye for detail and a commercial outlook, you must also have well-developed communication and presentation skills. As you will be expected to make an immediate contribution, high levels of energy, enthusiasm and commitment will be needed to ensure success.

If you feel you have the necessary skills to meet this challenge, please send an up to date résumé, including daytime telephone number and current salary details, quoting reference 3328, to Sue Atkinson, Touche Ross Executive Selection, at the address below.

**Touche  
Ross**



MANAGEMENT CONSULTANTS  
Hill House, 1 Little New Street, London EC4A 3TR.



## Head of Finance

City Livery Company c£45,000

As one of the foremost Livery Companies in the City of London, our client has an outstanding record of establishing high standards of integrity in support of its industry and craft. The Company has a trading division and also manages several charitable trusts as well as a property and investment portfolio.

In addition to routine accounting, the role will focus on providing advice and management information to the Clerk (Chief Executive) and the Wardens (Board), particularly in respect of the Company's day to day transactions, management and taxation issues associated with investments and property and the administration of charitable donations. The incumbent will also advise on personnel affairs.

The ideal candidate must be a qualified accountant who has gained a wide range of financial and tax experience within a substantial organisation. In addition, the ability to communicate easily at all levels combined with strong interpersonal and business skills is essential.

Please send full career and remuneration details including telephone contact numbers and quoting reference 9009 to Stephen Fletcher at the address below.

**KPMG** Selection & Search  
1-2 Dorset Rise, Blackfriars, London EC4Y 8AE

## Hanson PLC

### Financial Comptroller

Hanson PLC requires an ambitious Financial Comptroller to join its small central management team based in London.

Hanson PLC is one of the foremost growth companies of the last two decades and is committed to a continuation of this growth both organically and by acquisition in the UK and the USA where half the group's businesses are located.

Many of the senior management positions in the group have been filled in the past from members of the central team and the position therefore offers enormous scope for an ambitious and energetic accountant.

The successful applicant, male or female, will be a chartered accountant, 30-35 with a good academic background and progressive experience in practice and industry.

A good salary commensurate with the job will be paid and generous fringe benefits, including car and share options are available.

Applications should be made to:  
The Financial Director, Hanson PLC,  
1 Grosvenor Place, London SW1X 7JH

## FINANCIAL ACCOUNTANT

Qualified/Part Qualified Accountant required for lighting manufacturing company. Experience of Import/Export documentation and ability to use Pegasus accounting modules helpful but not essential.

The company has over a period of 35 years established itself as one of the world's leaders in the manufacture of decorative light fittings.

We offer a generous package commensurate with age and experience.

Apply with CV to: The Financial Director, Montrose International, Unit 10, Ponders End Industrial Estate, Duck Lees Lane, Enfield EN3 7NJ

## FINANCIAL CONTROLLER

c. £35,000

Reporting to the Finance Director your major objective will be to provide effective, efficient management of the financial and management accounting functions of the Trust whilst offering guidance to all levels of operating managers.

Your responsibilities will take in supervising and overseeing financial accounts, management accounts, rent accounting and Hostels/Residential Care/subsidiaries.

Applicants for this senior role will be Chartered, Certified or cost management qualified and have a minimum five-years post qualification experience preferably gained from within a housing association background. A proven track record in staff management is essential. REF: FIN/CO/03

Closing date: Friday 22nd October 1993.

1st interviews will be held on: Friday 5th November 1993.

2nd interviews: Wednesday 10th November 1993.

For an application form and further information on the above position please telephone our 24 hour Answering Service on 0823 778129 quoting the reference number.

Circle 33 is an equal opportunities employer and we therefore welcome applications from all. We will not discriminate on grounds of race, sex, creed or sexual orientation and we particularly welcome applications from people with disabilities.





## Operations Executive

Midlands

c £60,000 + Car + Package

Our client is an IT based services company headquartered in the UK but with its European operations based in the UK. The company has a short but extremely successful history, achieved through accelerated organic growth and they have aggressive plans to continue the rapid expansion.

The services provided are wide ranging but they are characterised by the assumption of operational management control of various support elements of a client's business.

In this capacity, the company will analyse business problems and processes and then combine innovative solutions with appropriate technologies to formulate a change program. This will result in long term improvements in the efficiency, effectiveness and ultimately, profitability of the client operations.

Reporting to the Director in charge, we seek an outstanding individual to join an ambitious team, initially with a major customer in

mind. The role will involve responsibility for managing client operations of the client and critically examining these operations to identify areas for enhancement.

Candidates, aged 35-45, will be qualified accountants and must have a demonstrable track record of strategic contribution and 'hands-on' financial management in a high volume customer transaction service sector environment. Applicants should be academically above average with a series of outstanding achievements in a high calibre customer led environment.

It will be essential to demonstrate the ability to initiate and manage change with the appropriate interpersonal and communication skills to achieve the desired result.

Interested candidates should write to Joe Graham BA CA, Executive Selection Division, Michael Page Finance, 190 Corporation Street, Birmingham B4 6QD. Please quote ref: 165698.



Michael Page Finance

Specialists in Financial Recruitment  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow & Worldwide

## Finance Director

Lancs/Yorks Border

c £35,000 + Bonus + Car

Our client is an autonomous £9 million turnover engineering subsidiary of an acquisitive, rapidly expanding UK PLC. Its products have an enviable reputation within the world automotive market, with over a third of the turnover being exported. Future growth will be ensured by improved product quality and further market penetration both in the UK and overseas.

Reporting to the Managing Director, you will be responsible for all aspects of the Finance and DP functions, with initial emphasis on the enhancement of integrated computer systems including MRPII. The successful applicant will be expected to contribute significantly to strategic business planning and the overall commercial

management of the business.

Candidates, aged 30+, will be qualified accountants with in-depth experience of financial management gained in a manufacturing environment. Applicants must be able to demonstrate strong communication skills and the ability to make an effective contribution to the profitable development of the company.

Comprehensive relocation facilities are available where appropriate. Interested applicants should write to Stephen K Banks ACMA, Regional Director, quoting ref: 11357, at Michael Page Finance, Leigh House, 28-32 St Paul's Street, Leeds LS1 2PX. Tel: 0532 450212.



Michael Page Finance

Specialists in Financial Recruitment  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow & Worldwide

## Financial Director

Hertfordshire

c£40,000 + FX Car + Benefits

Our client is a highly successful supplier of high-technology simulation systems. As a subsidiary of a well-known US electronics multi-national, the company has consistently demonstrated impressive growth and profitability, which can be attributed to positive and forward-thinking management where the focus is firmly upon technological leadership, superior customer service and astute financial control. Despite the difficult trading environment, sales and turnover for 1992/1993 have reached record levels.

In order to strengthen their financial and commercial expertise, the company is seeking to appoint an ambitious qualified accountant with strong technical, analytical and communication skills. Reporting to the Managing Director and assisted by a team of staff, responsibility will encompass all statutory and management reporting to UK and US standards in addition to all commercial management accounting, including business planning, costing and the preparation of the budget. The Financial Director will also make a significant commercial contribution to the business, with direct involvement in all major policy and

pricing decisions and the promotion of greater general cost awareness, company-wide. This is a critical and therefore high profile role and the successful candidate, as an integral part of the management team, will be expected to act as a catalyst in driving and directing the business towards goals of enhanced profitability.

Prospective candidates must be qualified accountants (probably aged 30-45), able to demonstrate broad ranging experience and a strong track record of profit improvement in a commercial environment. In addition, candidates should possess the energy and commitment, together with the confidence necessary to operate at board level. Of equal importance are personal qualities, including strong man-management and organisational skills and the intellectual ability to contribute to strategic decision-making.

Interested candidates should apply in writing, enclosing a full CV (including a daytime telephone number and details of present remuneration) to Bill Greenwell at Michael Page Finance, Centurion House, 136-142 London Road, St Albans, Herts AL1 1SA. Please quote ref: LN166069.



Michael Page Finance

Specialists in Financial Recruitment  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow & Worldwide

## DIRECTOR OF FINANCE

Manchester

### The Organisation

The Christie Hospital Trust is the largest specialist cancer complex in Europe with a turnover in excess of £40m. The organisation comprises the hospital itself, the Paterson Institute for Cancer Research and the North Western Medical Physics Service. The Trust was established in April 1991; since then it has treated increasing numbers of patients, extended its research work, achieved all of its financial targets and is acknowledged as a successful self governing organisation with a worldwide reputation.

### The Challenge

The basic work involved in setting up the new organisation has been completed and is working well. The next few years will see major organisational development opportunities, particularly in areas of information technology which must be managed within the public sector financial climate.

### The Job

In addition to the normal tasks associated with a Trust Finance Director, you will have responsibility for:

- A uniquely complex series of service contracts
- Business Planning
- Information Technology
- The oversight of substantial charitable trust funds plus fund-raising operations
- Relations with a large number of public, private and charitable bodies

The Director of Finance is accountable to the Chief Executive and is a full Member of the Trust Board.

### The Wider Role

The Director of Finance is expected to play an important role in determining the strategic direction of this prestigious Trust and implementing corporate policy.

### The Individual

- A self starter with strong negotiating and interpersonal skills
- A qualified Accountant with a track record in running the finance function of a large or complex organisation
- A finance professional who relishes demands for beyond balance sheets and bottom lines

### The Package

A generous remuneration package will be offered including a performance related element to attract the right person.

### Further Information

An information pack about the post is available by telephoning 061 446 3651 or alternatively a 24 hour answering machine is available on 061 446 3828. Closing date for applications 29th October 1993. Interviews will be held on Monday 22nd November 1993.

An equal opportunity employer.

CHRISTIE HOSPITAL  
NATIONAL HEALTH SERVICE TRUST



## Financial Planning Manager

Paris

Pizza Hut France, a major subsidiary of Pizza Hut International, is part of PepsiCo's worldwide network of restaurant operations. Currently operating from 65 outlets throughout France, the company has very ambitious plans for future growth, including the opening of 25 new outlets during 1994.

This sustained growth creates the opportunity for an outstanding young professional to lead and develop the financial planning and analysis function.

Responsibility will cover all aspects of the planning and forecasting function, including the preparation of all operational and strategic plans, leading the annual budget process and the development of a stringent performance measurement framework. Significant emphasis will be placed on the design and implementation

of sophisticated product analysis and capex models.

Candidates, aged up to 32, should be French speaking, graduate accountants/MBAs who are experienced in all aspects of financial planning within the context of a well managed fast moving business. Outstanding communication, presentation and management skills will be essential for success in this role and will ensure excellent career prospects for the future.

Interested applicants should forward a comprehensive curriculum vitae, quoting ref: 9515, to Frédérique Bouvier at Michael Page International, 3 Bd Bineau, 92594 Levallois Perret Cedex, Paris, France. Tel: 331.47.57.24.24.



Michael Page International

Specialists in Financial Recruitment  
London Amsterdam Düsseldorf Paris Sydney

## Group Financial Controller

Thames Valley

c £60,000 + Car + Bens

Our client is a £500 million turnover, technology driven, manufacturing group with operating sites throughout Europe and a truly international customer base. An order portfolio of over £2 billion and continuous investment in research and development ensures its long term position as a major global force in an expanding market.

Following a recent corporate restructuring a new position has been created. The Group Financial Controller will be responsible for the provision of the highest quality technical and commercial support on all group financial matters. Initial emphasis will be to design and implement robust accounting policies, procedures and systems on a pan-European basis, which will facilitate stringent financial control and comprehensive

management reporting. The key to success in this role will be the ability to work closely with operational managers, bringing an international financial perspective and maximising profitable growth.

Candidates, aged 38-48, will be graduate qualified accountants with a proven record of senior level experience gained in a multi-site, international environment. Technical excellence, strong personal presence and outstanding communication skills, combined with a flexible, hands-on management style will be essential in this high profile role.

Applicants should forward a comprehensive curriculum vitae, quoting ref 166076, to Mark Hurley ACMA, Executive Division, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH.



Michael Page Finance

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## BERMUDA

Recently qualified accountant required for Bermuda company. Successful candidate will have excellent accounting skills, must be familiar with PC based spreadsheet, accounting and word-processing applications. They must also be able to communicate verbally and in writing with the highest levels of client management personnel. Insurance knowledge would be an advantage. The position is in Bermuda and the candidate would be expected to take up the position quickly.

Apply, in writing with curriculum vitae, to Box B1722, Financial Times, One Southwark Bridge, London SE1 9HL

### CAREERS IN EUROPE

CONTROLLER POLAND \$60,000

US Corporation manufacturing company. Fluency in Polish, knowledge of US GAAP essential. Excellent career opportunity.

FINANCIAL ANALYST 120,000 DM

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US Fortune 100 corporation. Telecommunications. Fluent in German. Strong commercial skills. Rapidly expanding group.

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Multi-currency hi-tech group. Fluency in German and knowledge of US and UK GAAP essential. From management experience. Able to manage change.

For further information on these and other European opportunities call Mark Stewart or Jacqueline Long at

PSS Europe, Drayton House, Gordon Street, London WC1H 0AN Tel: (44) 71-387-5400 or (even) (44) 81-878-7930 (Not Costs)

## Corporate Treasury Management

on Monday November 2

Decision makers in over 160 countries worldwide will see this survey. If you wish to reach this important audience call:

Robert Forrester in London, on 073-873 3206

FT Surveys

## GROUP FINANCE DIRECTOR (DESIGNATE)

CENTRAL LONDON

C.£50K + BONUS + CAR

Our client, a commercial property investment company listed on the London Stock Exchange, requires a Group Finance Director (Designate) to join its small tight-knit management team. Satisfactory development will lead to a full board appointment within one year.

Applicants, preferably aged 33 to 45, must be able to demonstrate a range of personal and professional skills that will gain the respect and confidence of the directors, including flexibility and speed of response coupled with maturity, reliability and strong team skills.

Please write enclosing CV with evidence of your suitability and stating your latest earnings level to Michael Leaney, Human Resources Director.

MORISON STONEHAM

MANAGEMENT CONSULTANTS LIMITED

805 Salisbury House, 31 Finsbury Circus, London, EC2M 5SQ.

# FINANCIAL CONTROLLER

(Fluent in German)

Based Germany

Excellent Benefits Package

This Fortune 500 company is recognised as being the market leader in the manufacturing and marketing of a highly successful range of products.

To perpetuate planned growth on an international basis and to maximise the performance of its German operations, the company seeks to appoint a talented Financial Manager who has the range of skills to ensure that necessary robust management and financial controls are in place to drive the business.

Specifically you will:

- Redefine and implement management information systems capable of pro-actively managing finance
- Appraise the financial and commercial performance of the operations by developing sophisticated and clear reporting techniques
- Develop strong workable relationships with local and international management and make a positive contribution to the development of the operations
- Manage and motivate a committed finance team

Essential attributes for this role include:

- Strong academic background
- Complete fluency in German
- Exceptional technical accounting expertise, especially in US GAAP
- Outstanding record of achievement in career to date

You will be a graduate qualified accountant working at a senior level within a major accounting practice or within a multi-national group in Europe. You will be able to negotiate with executives at the highest level, display superior interpersonal qualities and be seeking a fast career track opportunity that will offer first rate exposure in a truly international business environment. Individuals who strive for excellence will enjoy unparalleled opportunities for career advancement.

Interested candidates should write to Michael Herst or Charles Austin, enclosing a full Curriculum Vitae and quoting reference MH446.

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- a track record in board level financial management;
- practical experience with modern cost management techniques;
- a systems bias;
- a flexible outlook;
- a readiness to work 'hands on';
- a keen interest in using financial skills to overcome a wide range of business problems.

While not essential, we would be particularly interested in anyone who already has consulting experience. The position offers an outstanding career opportunity to the right person. It provides the chance to join a high quality group of professionals, dedicated to providing the best advice and highest standards of service to clients drawn from all segments of both the public and the private sector.

Please write in confidence, including full CV and current salary details and quoting reference number FT.001 to Ian McBride.



**Management Consulting**

1 The Embankment, Neville Street, Leeds LS1 4DW.

## Senior Finance Professionals

Funding Agency for Schools

YORK

The Funding Agency for Schools will be a new independent body which will take over direct funding of self governing (grant-maintained) schools in England from 1st April 1994. There are already nearly 700 self-governing schools and by 1995 the FAS may well be responsible for payments to schools of around £4 billion pa. The FAS will also have important responsibilities for monitoring the school's use of grant for the provision of school places.

the functions of the calculation, payment and monitoring of grant to self governing schools, for implementing new funding methods and for the establishment and maintenance of the Agency's internal finance systems. You will be responsible for the co-ordination and direction of work on two sites and for the overall management and administration of all aspects of work and staff concerned with the calculation, payment and monitoring of grant.

You will have excellent management and organisational skills and experience, complemented by a proven talent for leadership and for the overall management and administration of all aspects of work at a senior level and preferably some experience of Government Accounting.

## FINANCE DIRECTOR

£44-£54,000

You will be directly responsible to the Chief Executive for integrating

## FINANCIAL CONTROLLER

£36-£53,000

As Financial Controller you will be directly responsible to the Finance Director for all aspects of financial monitoring of self-governing schools, the expansion and development of existing audit arrangements for self-governing schools, and the implementation and maintenance of procedures to ensure that both schools and the Agency conform to the requirements of priority and good management.

You will be a fully qualified accountant whose professional abilities should be complemented by strong management skills. You should have relevant experience at a senior level in a major enterprise in the public or private sector. Experience of the overseeing of multiple units with delegated budgets would be an advantage. Experience of value for money assurance would also be highly relevant.

The appointments are for an initial contract of 3 years and the package includes non-contributory pension arrangements and a relocation package. Interviews will be held in November. Appointments to take effect as soon as convenient thereafter. You will be expected to make an important contribution to the launch of the Agency. For further details and an application form (to be returned by 25th October 1993), please write to Recruitment & Assessment Services, Alencon Link, Basingstoke, Hampshire RG21 1JB or telephone Basingstoke (0256) 468821 or fax (0256) 846660. Please quote Ref: B/674/247.

The FAS will be an equal opportunities employer. Applications are welcome from all sections of the community.



## High Profile Finance Opportunities

Competitive salary + car

John Laing Plc is one of the country's leading construction companies, with an enviable reputation for quality and shared financial management. We are currently looking to further strengthen our finance function with the appointment of two high calibre accountants. It is unlikely that anyone with less than four years' post qualification experience will have the necessary skills and business acumen to succeed.

### Divisional Financial Controller

Hemel Hempstead

This is a high profile role which reports directly to the Managing Director and has full responsibility for financial and management accounting for our Civil Engineering Division.

The position calls for experience in the contracting industry, a full accounting qualification, proven experience in staff management and the ability to work with other senior managers in the Division and the Group Head Office at Mill Hill.

The Division covers the whole of the UK and is involved in major projects in Europe and your brief is to add value to an already successful operation.

As you would expect, both roles attract excellent salaries and a range of senior management benefits which includes a company car and a non-contributory pension. To apply, please write with full c.v. and current salary

### Divisional Accountant

Mill Hill, North London

This opportunity arises from the need to provide additional support to the Group Chief Accountant at our Mill Hill Head Office. The responsibilities will include consolidation and review of quarterly management and financial information for our Building Division, thereby becoming directly involved in that business. The role will, in addition, involve ad-hoc accounting assignments throughout the Laing Group.

This is an excellent opportunity to gain a thorough understanding of the Group's Financial Management procedures, and requires a first-class accountant with the credibility, confidence and experience to further enhance the Group's finance function. Experience in contracting is preferred, however an excellent track record and the ability to work with accountants and management throughout the Group are of more importance.

details to D.R. Heard, Senior Personnel Manager, Group Personnel, John Laing Plc, Page Street, Mill Hill, London NW7 2ER. Tel: 081-906 5308. The John Laing Group is an Equal Opportunity Employer

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## ACCOUNTANTS AND IT PROFESSIONALS

CENTRAL LONDON

TO £40,000 + BENEFITS

Guinness PLC is one of the UK's leading consumer goods companies, with a market capitalisation of over £8bn, 24,000 employees worldwide, and a turnover in excess of £4bn. With the most outstanding portfolio of premium drinks brands in the world, Guinness is one of the few truly global beverage businesses.

We have a well established and high profile internal audit function whose activities include reviews of operational and financial control procedures, new systems implementations and a variety of special project work. Due to internal development we need to recruit additional accountants and computer auditors/IT specialists with the commercial awareness, ambition and motivation to succeed in a highly professional group.

Successful applicants are likely to have at least three years post-qualification experience with either a major firm of accountants or in a line role. IT specialists should have experience in at least some of the following areas: Unix/VMS/AS400 operating systems, project management and the use of CAATs.

Reporting to the Head of Group Audit you will undertake short term assignments in the UK and overseas - hence a second language would be an advantage. Candidates should have the ability to provide intelligent and practical solutions and must possess strong interpersonal, report writing and presentation skills.

Package includes quality car, profit share, pension scheme membership and BUPA cover.

Written applications to: Miranda Henderson, Lonsdale Advertising Services Limited, 58-60 Rivington Street, London EC2A 3AY.

**GUINNESS PLC**

**SWITZERLAND INTERNAL AUDITOR/FINANCIAL CONTROLLER**  
professional with many years varied multi-national experience, resident in Zurich, with Swiss & EC passports, desires a challenging, permanent position in finance or banking. Prepared to travel extensively in a rotating role or would consider relocating. Write to Box B1723, Financial Times, One Southwark Bridge, London SE1 9HL.

**SCOTTISH LLB, ACA (29)**  
Big 6, first-time passes, 4 yrs in Germany, good French, Bluechip clients incl. merchant banks. US, UK & German reporting. SEEKING: Prefer finance/banking/consultancy; also industry/commerce. Write to Box B1721, Financial Times, One Southwark Bridge, London SE1 9HL.

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## Appointments Advertising

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**Gareth Jones**  
on  
071 873 3199

Jones Cable Group, UK subsidiary of US based Jones International, are in a period of rapid expansion. Having recently secured over £150 million of financing for our Leeds system, we require more people to be involved in the accounting and reporting functions for Jones' operations in the UK.

### CORPORATE ACCOUNTANT

c.£34K & benefits & car

Based in Watford and reporting to the Group Finance Director you will be a Chartered Accountant with experience of US reporting and inter-company accounting in a corporate environment. Ref: 106/GC11.

### GROUP MANAGEMENT ACCOUNTANT (for Leeds)

c.£30K & benefits & car

Based in Watford and reporting to the Group Finance Director your responsibility will be for Leeds accounting at group level. You will be qualified with at least 10 years experience in a similar role, ideally in a start up situation. Ref: 107/LG13.

### SYSTEMS ACCOUNTANT

c.£23K & benefits

Based in Watford you will be assisting the Group Management Accountant. This is an ideal position for someone who is newly qualified. Ref: 108/LG12.

### MANAGEMENT ACCOUNTANT

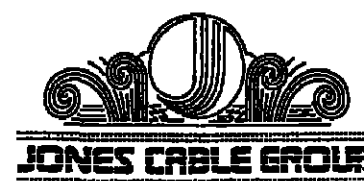
c.£25K & benefits & car

Based in Leeds and reporting to the Leeds Managing Director you will be involved in establishing procedures and controls. You will be qualified with at least 5 years experience - preferably in a start up situation. Ref: 109/LG05.

To apply for any of these positions you must be a non smoker and also be fully conversant with spreadsheets.

Please apply in writing with full CV, quoting the relevant reference number, by Wednesday 15th October 1993, to:

Christine Hurst, Group Human Resources Director, JONES CABLE GROUP LTD., Jones House, 9 Greycaine Road, Watford, Hertfordshire WD2 4JP.



NO AGENCIES.











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| 1850 | 1849 | 1848 | 1847 | 1846 | 1845 | 1844 | 1843 | 1842 | 1841 | 1840 | 1839 | 1838 | 1837 | 1836 | 1835 | 1834 | 1833 | 1832 | 1831 | 1830 | 1829 | 1828 | 1827 | 1826 | 1825 | 1824 | 1823 | 1822 | 1821 | 1820 | 1819 | 1818 | 1817 | 1816 | 1815 | 1814 | 1813 | 1812 | 1811 | 1810 | 1809 | 1808 | 1807 | 1806 | 1805 | 1804 | 1803 | 1802 | 1801 | 1800 | 1799 | 1798 | 1797 | 1796 | 1795 | 1794 | 1793 | 1792 | 1791 | 1790 | 1789 | 1788 | 1787 | 1786 | 1785 | 1784 | 1783 | 1782 | 1781 | 1780 | 1779 | 1778 | 1777 | 1776 | 1775 | 1774 | 1773 | 1772 | 1771 | 1770 | 1769 | 1768 | 1767 | 1766 | 1765 | 1764 | 1763 | 1762 | 1761 | 1760 | 1759 | 1758 | 1757 | 1756 | 1755 | 1754 | 1753 | 1752 | 1751 | 1750 | 1749 | 1748 | 1747 | 1746 | 1745 | 1744 | 1743 | 1742 | 1741 | 1740 | 1739 | 1738 | 1737 | 1736 | 1735 | 1734 | 1733 | 1732 | 1731 | 1730 | 1729 | 1728 | 1727 | 1726 | 1725 | 1724 | 1723 | 1722 | 1721 | 1720 | 1719 | 1718 | 1717 | 1716 | 1715 | 1714 | 1713 | 1712 | 1711 | 1710 | 1709 | 1708 | 1707 | 1706 | 1705 | 1704 | 1703 | 1702 | 1701 | 1700 | 1699 | 1698 | 1697 | 1696 | 1695 | 1694 | 1693 | 1692 | 1691 | 1690 | 1689 | 1688 | 1687 | 1686 | 1685 | 1684 | 1683 | 1682 | 1681 | 1680 | 1679 | 1678 | 1677 | 1676 | 1675 | 1674 | 1673 | 1672 | 1671 | 1670 | 1669 | 1668 | 1667 | 1666 | 1665 | 1664 | 1663 | 1662 | 1661 | 1660 | 1659 | 1658 | 1657 | 1656 | 1655 | 1654 | 1653 | 1652 | 1651 | 1650 | 1649 | 1648 | 1647 | 1646 | 1645 | 1644 | 1643 | 1642 | 1641 | 1640 | 1639 | 1638 | 1637 | 1636 | 1635 | 1634 | 1633 | 1632 | 1631 | 1630 | 1629 | 1628 | 1627 | 1626 | 1625 | 1624 | 1623 | 1622 | 1621 | 1620 | 1619 | 1618 | 1617 | 1616 | 1615 | 1614 | 1613 | 1612 | 1611 | 1610 | 1609 | 1608 | 1607 | 1606 | 1605 | 1604 | 1603 | 1602 | 1601 | 1600 | 1599 | 1598 | 1597 | 1596 | 1595 | 1594 | 1593 | 1592 | 1591 | 1590 | 1589 | 1588 | 1587 | 1586 | 1585 | 1584 | 1583 | 1582 | 1581 | 1580 | 1579 | 1578 | 1577 | 1576 | 1575 | 1574 | 1573 | 1572 | 1571 | 1570 | 1569 | 1568 | 1567 | 1566 | 1565 | 1564 | 1563 | 1562 | 1561 | 1560 | 1559 | 1558 | 1557 | 1556 | 1555 | 1554 | 1553 | 1552 | 1551 | 1550 | 1549 | 1548 | 1547 | 1546 | 1545 | 1544 | 1543 | 1542 | 1541 | 1540 | 1539 | 1538 | 1537 | 1536 | 1535 | 1534 | 1533 | 1532 | 1531 | 1530 | 1529 | 1528 | 1527 | 1526 | 1525 | 1524 | 1523 | 1522 | 1521 | 1520 | 1519 | 1518 | 1517 | 1516 | 1515 | 1514 | 1513 | 1512 | 1511 | 1510 | 1509 | 1508 | 1507 | 1506 | 1505 | 1504 | 1503 | 1502 | 1501 | 1500 | 1499 | 1498 | 1497 | 1496 | 1495 | 1494 | 1493 | 1492 | 1491 | 1490 | 1489 | 1488 | 1487 | 1486 | 1485 | 1484 | 1483 | 1482 | 1481 | 1480 | 1479 | 1478 | 1477 | 1476 | 1475 | 1474 | 1473 | 1472 | 1471 | 1470 | 1469 | 1468 | 1467 | 1466 | 1465 | 1464 | 1463 | 1462 | 1461 | 1460 | 1459 | 1458 | 1457 | 1456 | 1455 | 1454 | 1453 | 1452 | 1451 | 1450 | 1449 | 1448 | 1447 | 1446 | 1445 | 1444 | 1443 | 1442 | 1441 | 1440 | 1439 | 1438 | 1437 | 1436 | 1435 | 1434 | 1433 | 1432 | 1431 | 1430 | 1429 | 1428 | 1427 | 1426 | 1425 | 1424 | 1423 | 1422 | 1421 | 1420 | 1419 | 1418 | 1417 | 1416 | 1415 | 1414 | 1413 | 1412 | 1411 | 1410 | 1409 | 1408 | 1407 | 1406 | 1405 | 1404 | 1403 | 1402 | 1401 | 1400 | 1399 | 1398 | 1397 | 1396 | 1395 | 1394 | 1393 | 1392 | 1391 | 1390 | 1389 | 1388 | 1387 | 1386 | 1385 | 1384 | 1383 | 1382 | 1381 | 1380 | 1379 | 1378 | 1377 | 1376 | 1375 | 1374 | 1373 | 1372 | 1371 | 1370 | 1369 | 1368 | 1367 | 1366 | 1365 | 1364 | 1363 | 1362 | 1361 | 1360 | 1359 | 1358 | 1357 | 1356 | 1355 | 1354 | 1353 | 1352 | 1351 | 1350 | 1349 | 1348 | 1347 | 1346 | 1345 | 1344 | 1343 | 1342 | 1341 | 1340 | 1339 | 1338 | 1337 | 1336 | 1335 | 1334 | 1333 | 1332 | 1331 | 1330 | 1329 | 1328 | 1327 | 1326 | 1325 | 1324 | 1323 | 1322 | 1321 | 1320 | 1319 | 1318 | 1317 | 1316 | 1315 | 1314 | 1313 | 1312 | 1311 | 1310 | 1309 | 1308 | 1307 | 1306 | 1305 | 1304 | 1303 | 1302 | 1301 | 1300 | 1299 | 1298 | 1297 | 1296 | 1295 | 1294 | 1293 | 1292 | 1291 | 1290 | 1289 | 1288 | 1287 | 1286 | 1285 | 1284 | 1283 | 1282 | 1281 | 1280 | 1279 | 1278 | 1277 | 1276 | 1275 | 1274 | 1273 | 1272 | 1271 | 1270 | 1269 | 1268 | 1267 | 1266 | 1265 | 1264 | 1263 | 1262 | 1261 | 1260 | 1259 | 1258 | 1257 | 1256 | 1255 | 1254 | 1253 | 1252 | 1251 | 1250 | 1249 | 1248 | 1247 | 1246 | 1245 | 1244 | 1243 | 1242 | 1241 | 1240 | 1239 | 1238 | 1237 | 1236 | 1235 | 1234 | 1233 | 1232 | 1231 | 1230 | 1229 | 1228 | 1227 | 1226 | 1225 | 1224 | 1223 | 1222 | 1221 | 1220 | 1219 | 1218 | 1217 | 1216 | 1215 | 1214 | 1213 | 1212 | 1211 | 1210 | 1209 | 1208 | 1207 | 1206 | 1205 | 1204 | 1203 | 1202 | 1201 | 1200 | 1199 | 1198 | 1197 | 1196 | 1195 | 1194 | 1193 | 1192 | 1191 | 1190 | 1189 | 1188 | 1187 | 1186 | 1185 | 1184 | 1183 | 1182 | 1181 | 1180 | 1179 | 1178 | 1177 | 1176 | 1175 | 1174 | 1173 | 1172 | 1171 | 1170 | 1169 | 1168 | 1167 | 1166 | 1165 | 1164 | 1163 | 1162 | 1161 | 1160 | 1159 | 1158 | 1157 | 1156 | 1155 | 1154 | 1153 | 1152 | 1151 | 1150 | 1149 | 1148 | 1147 | 1146 | 1145 | 1144 | 1143 | 1142 | 1141 | 1140 | 1139 | 1138 | 1137 | 1136 | 1135 | 1134 | 1133 | 1132 | 1131 | 1130 | 1129 | 1128 | 1127 | 1126 | 1125 | 1124 | 1123 | 1122 | 1121 | 1120 | 1119 | 1118 | 1117 | 1116 | 1115 | 1114 | 1113 | 1112 | 1111 | 1110 | 1109 | 1108 | 1107 | 1106 | 1105 | 1104 | 1103 | 1102 | 1101 | 1100 | 1099 | 1098 | 1097 | 1096 | 1095 | 1094 | 1093 | 1092 | 1091 | 1090 | 1089 | 1088 | 1087 | 1086 | 1085 | 1084 | 1083 | 1082 | 1081 | 1080 | 1079 | 1078 | 1077 | 1076 | 1075 | 1074 | 1073 | 1072 | 1071 | 1070 | 1069 | 1068 | 1067 | 1066 | 1065 | 1064 | 1063 | 1062 | 1061 | 1060 | 1059 | 1058 | 1057 | 1056 | 1055 | 1054 | 1053 | 1052 | 1051 | 1050 | 1049 | 1048 | 1047 | 1046 | 1045 | 1044 | 1043 | 1042 | 1041 | 1040 | 1039 | 1038 | 1037 | 1036 | 1035 | 1034 | 1033 | 1032 | 1031 | 1030 | 1029 | 1028 | 1027 | 1026 | 1025 | 1024 | 1023 | 1022 | 1021 | 1020 | 1019 | 1018 | 1017 | 1016 | 1015 | 1014 | 1013 | 1012 | 1011 | 1010 | 1009 | 1008 | 1007 | 1006 | 1005 | 1004 | 1003 | 1002 | 1001 | 1000 | 999 | 998 | 997 | 996 | 995 | 994 | 993 | 992 | 991 | 990 | 989 | 988 | 987 | 986 | 985 | 984 | 983 | 982 | 981 | 980 | 979 | 978 | 977 | 976 | 975 | 974 | 973 | 972 | 971 | 970 | 969 | 968 | 967 | 966 | 965 | 964 | 963 | 962 | 961 | 960 | 959 | 958 | 957 | 956 | 955 | 954 | 953 | 952 | 951 | 950 | 949 | 948 | 947 | 946 | 945 | 944 | 943 | 942 | 941 | 940 | 939 | 938 | 937 | 936 | 935 | 934 | 933 | 932 | 931 | 930 | 929 | 928 | 927 | 926 | 925 | 924 | 923 | 922 | 921 | 920 | 919 | 918 | 917 | 916 | 915 | 914 | 913 | 912 | 911 | 910 | 909 | 908 | 907 | 906 | 905 | 904 | 903 | 902 | 901 | 900 | 899 | 898 | 897 | 896 | 895 | 894 | 893 | 892 | 891 | 890 | 889 | 888 | 887 | 886 | 885 | 884 | 883 | 882 | 881 | 880 | 879 | 878 | 877 | 876 | 875 | 874 | 873 | 872 | 871 | 870 | 869 | 868 | 867 | 866 | 865 | 864 | 863 | 862 | 861 | 860 | 859 | 858 | 857 | 856 | 855 | 854 | 853 | 852 | 851 | 850 | 849 | 848 | 847 | 846 | 845 | 844 | 843 | 842 | 841 | 840 | 839 | 838 | 837 | 836 | 835 | 834 | 833 | 832 | 831 | 830 | 829 | 828 | 827 | 826 | 825 | 824 | 823 | 822 | 821 | 820 | 819 | 818 | 817 | 816 | 815 | 814 | 813 | 812 | 811 | 810 | 809 | 808 | 807 | 806 | 805 | 804 | 803 | 802 | 801 | 800 | 799 | 798 | 797 | 796 | 795 | 794 | 793 | 792 | 791 | 790 | 789 | 788 | 787 | 786 | 785 | 784 | 783 | 782 | 781 | 780 | 779 | 778 | 777 | 776 | 775 | 774 | 773 | 772 | 771 | 770 | 769 | 768 | 767 | 766 | 765 | 764 | 763 | 762 | 761 | 760 | 759 | 758 | 757 | 756 | 755 | 754 | 753 | 752 | 751 | 750 | 749 | 748 | 747 | 746 | 745 | 744 | 743 | 742 | 741 | 740 | 739 | 738 | 737 | 736 | 735 | 734 | 733 | 732 | 731 | 730 | 729 | 728 | 727 | 726 | 725 | 724 | 723 | 722 | 721 | 720 | 719 | 718 | 717 | 716 | 715 | 714 | 713 | 712 | 711 | 710 | 709 | 708 | 707 | 706 | 705 | 704 | 703 | 702 | 701 | 700 | 699 | 698 | 697 | 696 | 695 | 694 | 693 | 692 | 691 | 690 | 689 | 688 | 687 | 686 | 685 | 684 | 683 | 682 | 681 | 680 | 679 | 678 | 677 | 676 | 675 | 674 | 673 | 672 | 671 | 670 | 669 | 668 | 667 | 666 | 665 | 664 | 663 | 662 | 661 | 660 | 659 | 658 | 657 | 656 | 655 | 654 | 653 | 652 | 651 | 650 | 649 | 648 | 647 | 646 | 645 | 644 | 643 | 642 | 641 | 640 | 639 | 638 | 637 | 636 | 635 | 634 | 633 | 632 | 631 | 630 | 629 | 628 | 627 | 626 | 625 | 624 | 623 | 622 | 621 | 620 | 619 | 618 | 617 | 616 | 615 | 614 | 613 | 612 | 611 | 610 | 609 | 608 | 607 | 606 | 605 | 604 | 603 | 602 | 601 | 600 | 599 | 598 | 597 | 596 | 595 | 594 | 593 | 592 | 591 | 590 | 589 | 588 | 587 | 586 | 585 | 584 | 583 | 582 | 581 | 580 | 579 | 578 | 577 | 576 | 575 | 574 |
|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|-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LONDON SHARE SERVICE

INVESTMENT TRUSTS - Cont.

| Notes | Price | 1993 | 1992 | 1991 | 1990 | 1989 | 1988 | 1987 | 1986 | 1985 | 1984 | 1983 | 1982 | 1981 | 1980 | 1979 | 1978 | 1977 | 1976 | 1975 | 1974 | 1973 | 1972 | 1971 | 1970 | 1969 | 1968 | 1967 | 1966 | 1965 | 1964 | 1963 | 1962 | 1961 | 1960 | 1959 | 1958 | 1957 | 1956 | 1955 | 1954 | 1953 | 1952 | 1951 | 1950 | 1949 | 1948 | 1947 | 1946 | 1945 | 1944 | 1943 | 1942 | 1941 | 1940 | 1939 | 1938 | 1937 | 1936 | 1935 | 1934 | 1933 | 1932 | 1931 | 1930 | 1929 | 1928 | 1927 | 1926 | 1925 | 1924 | 1923 | 1922 | 1921 | 1920 | 1919 | 1918 | 1917 | 1916 | 1915 | 1914 | 1913 | 1912 | 1911 | 1910 | 1909 | 1908 | 1907 | 1906 | 1905 | 1904 | 1903 | 1902 | 1901 | 1900 | 1899 | 1898 | 1897 | 1896 | 1895 | 1894 | 1893 | 1892 | 1891 | 1890 | 1889 | 1888 | 1887 | 1886 | 1885 | 1884 | 1883 | 1882 | 1881 | 1880 | 1879 | 1878 | 1877 | 1876 | 1875 | 1874 | 1873 | 1872 | 1871 | 1870 | 1869 | 1868 | 1867 | 1866 | 1865 | 1864 | 1863 | 1862 | 1861 | 1860 | 1859 | 1858 | 1857 | 1856 | 1855 | 1854 | 1853 | 1852 | 1851 | 1850 | 1849 | 1848 | 1847 | 1846 | 1845 | 1844 | 1843 | 1842 | 1841 | 1840 | 1839 | 1838 | 1837 | 1836 | 1835 | 1834 | 1833 | 1832 | 1831 | 1830 | 1829 | 1828 | 1827 | 1826 | 1825 | 1824 | 1823 | 1822 | 1821 | 1820 | 1819 | 1818 | 1817 | 1816 | 1815 | 1814 | 1813 | 1812 | 1811 | 1810 | 1809 | 1808 | 1807 | 1806 | 1805 | 1804 | 1803 | 1802 | 1801 | 1800 | 1799 | 1798 | 1797 | 1796 | 1795 | 1794 | 1793 | 1792 | 1791 | 1790 | 1789 | 1788 | 1787 | 1786 | 1785 | 1784 | 1783 | 1782 | 1781 | 1780 | 1779 | 1778 | 1777 | 1776 | 1775 | 1774 | 1773 | 1772 | 1771 | 1770 | 1769 | 1768 | 1767 | 1766 | 1765 | 1764 | 1763 | 1762 | 1761 | 1760 | 1759 | 1758 | 1757 | 1756 | 1755 | 1754 | 1753 | 1752 | 1751 | 1750 | 1749 | 1748 | 1747 | 1746 | 1745 | 1744 | 1743 | 1742 | 1741 | 1740 | 1739 | 1738 | 1737 | 1736 | 1735 | 1734 | 1733 | 1732 | 1731 | 1730 | 1729 | 1728 | 1727 | 1726 | 1725 | 1724 | 1723 | 1722 | 1721 | 1720 | 1719 | 1718 | 1717 | 1716 | 1715 | 1714 | 1713 | 1712 | 1711 | 1710 | 1709 | 1708 | 1707 | 1706 | 1705 | 1704 | 1703 | 1702 | 1701 | 1700 | 1699 | 1698 | 1697 | 1696 | 1695 | 1694 | 1693 | 1692 | 1691 | 1690 | 1689 | 1688 | 1687 | 1686 | 1685 | 1684 | 1683 | 1682 | 1681 | 1680 | 1679 | 1678 | 1677 | 1676 | 1675 | 1674 | 1673 | 1672 | 1671 | 1670 | 1669 | 1668 | 1667 | 1666 | 1665 | 1664 | 1663 | 1662 | 1661 | 1660 | 1659 | 1658 | 1657 | 1656 | 1655 | 1654 | 1653 | 1652 | 1651 | 1650 | 1649 | 1648 | 1647 | 1646 | 1645 | 1644 | 1643 | 1642 | 1641 | 1640 | 1639 | 1638 | 1637 | 1636 | 1635 | 1634 | 1633 | 1632 | 1631 | 1630 | 1629 | 1628 | 1627 | 1626 | 1625 | 1624 | 1623 | 1622 | 1621 | 1620 | 1619 | 1618 | 1617 | 1616 | 1615 | 1614 | 1613 | 1612 | 1611 | 1610 | 1609 | 1608 | 1607 | 1606 | 1605 | 1604 | 1603 | 1602 | 1601 | 1600 | 1599 | 1598 | 1597 | 1596 | 1595 | 1594 | 1593 | 1592 | 1591 | 1590 | 1589 | 1588 | 1587 | 1586 | 1585 | 1584 | 1583 | 1582 | 1581 | 1580 | 1579 | 1578 | 1577 | 1576 | 1575 | 1574 | 1573 | 1572 | 1571 | 1570 | 1569 | 1568 | 1567 | 1566 | 1565 | 1564 | 1563 | 1562 | 1561 | 1560 | 1559 | 1558 | 1557 | 1556 | 1555 | 1554 | 1553 | 1552 | 1551 | 1550 | 1549 | 1548 | 1547 | 1546 | 1545 | 1544 | 1543 | 1542 | 1541 | 1540 | 1539 | 1538 | 1537 | 1536 | 1535 | 1534 | 1533 | 1532 | 1531 | 1530 | 1529 | 1528 | 1527 | 1526 | 1525 | 1524 | 1523 | 1522 | 1521 | 1520 | 1519 | 1518 | 1517 | 1516 | 1515 | 1514 | 1513 | 1512 | 1511 | 1510 | 1509 | 1508 | 1507 | 1506 | 1505 | 1504 | 1503 | 1502 | 1501 | 1500 | 1499 | 1498 | 1497 | 1496 | 1495 | 1494 | 1493 | 1492 | 1491 | 1490 | 1489 | 1488 | 1487 | 1486 | 1485 | 1484 | 1483 | 1482 | 1481 | 1480 | 1479 | 1478 | 1477 | 1476 | 1475 | 1474 | 1473 | 1472 | 1471 | 1470 | 1469 | 1468 | 1467 | 1466 | 1465 | 1464 | 1463 | 1462 | 1461 | 1460 | 1459 | 1458 | 1457 | 1456 | 1455 | 1454 | 1453 | 1452 | 1451 | 1450 | 1449 | 1448 | 1447 | 1446 | 1445 | 1444 | 1443 | 1442 | 1441 | 1440 | 1439 | 1438 | 1437 | 1436 | 1435 | 1434 | 1433 | 1432 | 1431 | 1430 | 1429 | 1428 | 1427 | 1426 | 1425 | 1424 | 1423 | 1422 | 1421 | 1420 | 1419 | 1418 | 1417 | 1416 | 1415 | 1414 | 1413 | 1412 | 1411 | 1410 | 1409 | 1408 | 1407 | 1406 | 1405 | 1404 | 1403 | 1402 | 1401 | 1400 | 1399 | 1398 | 1397 | 1396 | 1395 | 1394 | 1393 | 1392 | 1391 | 1390 | 1389 | 1388 | 1387 | 1386 | 1385 | 1384 | 1383 | 1382 | 1381 | 1380 | 1379 | 1378 | 1377 | 1376 | 1375 | 1374 | 1373 | 1372 | 1371 | 1370 | 1369 | 1368 | 1367 | 1366 | 1365 | 1364 | 1363 | 1362 | 1361 | 1360 | 1359 | 1358 | 1357 | 1356 | 1355 | 1354 | 1353 | 1352 | 1351 | 1350 | 1349 | 1348 | 1347 | 1346 | 1345 | 1344 | 1343 | 1342 | 1341 | 1340 | 1339 | 1338 | 1337 | 1336 | 1335 | 1334 | 1333 | 1332 | 1331 | 1330 | 1329 | 1328 | 1327 | 1326 | 1325 | 1324 | 1323 | 1322 | 1321 | 1320 | 1319 | 1318 | 1317 | 1316 | 1315 | 1314 | 1313 | 1312 | 1311 | 1310 | 1309 | 1308 | 1307 | 1306 | 1305 | 1304 | 1303 | 1302 | 1301 | 1300 | 1299 | 1298 | 1297 | 1296 | 1295 | 1294 | 1293 | 1292 | 1291 | 1290 | 1289 | 1288 | 1287 | 1286 | 1285 | 1284 | 1283 | 1282 | 1281 | 1280 | 1279 | 1278 | 1277 | 1276 | 1275 | 1274 | 1273 | 1272 | 1271 | 1270 | 1269 | 1268 | 1267 | 1266 | 1265 | 1264 | 1263 | 1262 | 1261 | 1260 | 1259 | 1258 | 1257 | 1256 | 1255 | 1254 | 1253 | 1252 | 1251 | 1250 | 1249 | 1248 | 1247 | 1246 | 1245 | 1244 | 1243 | 1242 | 1241 | 1240 | 1239 | 1238 | 1237 | 1236 | 1235 | 1234 | 1233 | 1232 | 1231 | 1230 | 1229 | 1228 | 1227 | 1226 | 1225 | 1224 | 1223 | 1222 | 1221 | 1220 | 1219 | 1218 | 1217 | 1216 | 1215 | 1214 | 1213 | 1212 | 1211 | 1210 | 1209 | 1208 | 1207 | 1206 | 1205 | 1204 | 1203 | 1202 | 1201 | 1200 | 1199 | 1198 | 1197 | 1196 | 1195 | 1194 | 1193 | 1192 | 1191 | 1190 | 1189 | 1188 | 1187 | 1186 | 1185 | 1184 | 1183 | 1182 | 1181 | 1180 | 1179 | 1178 | 1177 | 1176 | 1175 | 1174 | 1173 | 1172 | 1171 | 1170 | 1169 | 1168 | 1167 | 1166 | 1165 | 1164 | 1163 | 1162 | 1161 | 1160 | 1159 | 1158 | 1157 | 1156 | 1155 | 1154 | 1153 | 1152 | 1151 | 1150 | 1149 | 1148 | 1147 | 1146 | 1145 | 1144 | 1143 | 1142 | 1141 | 1140 | 1139 | 1138 | 1137 | 1136 | 1135 | 1134 | 1133 | 1132 | 1131 | 1130 | 1129 | 1128 | 1127 | 1126 | 1125 | 1124 | 1123 | 1122 | 1121 | 1120 | 1119 | 1118 | 1117 | 1116 | 1115 | 1114 | 1113 | 1112 | 1111 | 1110 | 1109 | 1108 | 1107 | 1106 | 1105 | 1104 | 1103 | 1102 | 1101 | 1100 | 1099 | 1098 | 1097 | 1096 | 1095 | 1094 | 1093 | 1092 | 1091 | 1090 | 1089 | 1088 | 1087 | 1086 | 1085 | 1084 | 1083 | 1082 | 1081 | 1080 | 1079 | 1078 | 1077 | 1076 | 1075 | 1074 | 1073 | 1072 | 1071 | 1070 | 1069 | 1068 | 1067 | 1066 | 1065 | 1064 | 1063 | 1062 | 1061 | 1060 | 1059 | 1058 | 1057 | 1056 | 1055 | 1054 | 1053 | 1052 | 1051 | 1050 | 1049 | 1048 | 1047 | 1046 | 1045 | 1044 | 1043 | 1042 | 1041 | 1040 | 1039 | 1038 | 1037 | 1036 | 1035 | 1034 | 1033 | 1032 | 1031 | 1030 | 1029 | 1028 | 1027 | 1026 | 1025 | 1024 | 1023 | 1022 | 1021 | 1020 | 1019 | 1018 | 1017 | 1016 | 1015 | 1014 | 1013 | 1012 | 1011 | 1010 | 1009 | 1008 | 1007 | 1006 | 1005 | 1004 | 1003 | 1002 | 1001 | 1000 | 999 | 998 | 997 | 996 | 995 | 994 | 993 | 992 | 991 | 990 | 989 | 988 | 987 | 986 | 985 | 984 | 983 | 982 | 981 | 980 | 979 | 978 | 977 | 976 | 975 | 974 | 973 | 972 | 971 | 970 | 969 | 968 | 967 | 966 | 965 | 964 | 963 | 962 | 961 | 960 | 959 | 958 | 957 | 956 | 955 | 954 | 953 | 952 | 951 | 950 | 949 | 948 | 947 | 946 | 945 | 944 | 943 | 942 | 941 | 940 | 939 | 938 | 937 | 936 | 935 | 934 | 933 | 932 | 931 | 930 | 929 | 928 | 927 | 926 | 925 | 924 | 923 | 922 | 921 | 920 | 919 | 918 | 917 | 916 | 915 | 914 | 913 | 912 | 911 | 910 | 909 | 908 | 907 | 906 | 905 | 904 | 903 | 902 | 901 | 900 | 899 | 898 | 897 | 896 | 895 | 894 | 893 | 892 | 891 | 890 | 889 | 888 | 887 | 886 | 885 | 884 | 883 | 882 | 881 | 880 | 879 | 878 | 877 | 876 | 875 | 874 | 873 | 872 | 871 | 870 | 869 | 868 | 867 | 866 | 865 | 864 | 863 | 862 | 861 | 860 | 859 | 858 | 857 | 856 | 855 | 854 | 853 | 852 | 851 | 850 | 849 | 848 | 847 | 846 | 845 | 844 | 843 | 842 | 841 | 840 | 839 | 838 | 837 | 836 | 835 | 834 | 833 | 832 | 831 | 830 | 829 | 828 | 827 | 826 | 825 | 824 | 823 | 822 | 821 | 820 | 819 | 818 | 817 | 816 | 815 | 814 | 813 | 812 | 811 | 810 | 809 | 808 | 807 | 806 | 805 | 804 | 803 | 802 | 801 | 800 | 799 | 798 | 797 | 796 | 795 | 794 | 793 | 792 | 791 | 790 | 789 | 788 | 787 | 786 | 785 | 784 | 783 | 782 | 781 | 780 | 779 | 778 | 777 | 776 | 775 | 774 | 773 | 772 | 771 | 770 | 769 | 768 | 767 | 766 | 765 | 764 | 763 | 762 | 761 | 760 | 759 | 758 | 757 | 756 | 755 | 754 | 753 | 752 | 751 | 750 | 749 | 748 | 747 | 746 | 745 | 744 | 743 | 742 | 741 | 740 | 739 | 738 | 737 | 736 | 735 | 734 | 733 | 732 | 731 | 730 | 729 | 728 | 727 | 726 | 725 | 724 | 723 | 722 | 721 | 720 | 719 | 718 | 717 | 716 | 715 | 714 | 713 | 712 | 711 | 710 | 709 | 708 | 707 | 706 | 705 | 704 | 703 | 702 | 701 | 700 | 699 | 698 | 697 | 696 | 695 | 694 | 693 | 692 | 691 | 690 | 689 | 688 | 687 | 686 | 685 | 684 | 683 | 682 | 681 | 680 | 679 | 678 | 677 | 676 | 675 | 674 | 673 | 672 | 671 | 670 | 669 | 668 | 667 | 666 | 665 | 664 | 663 | 662 | 661 | 660 | 659 | 658 | 657 | 656 | 655 | 654 | 653 | 652 | 651 | 650 | 649 | 648 | 647 | 646 | 645 | 644 | 643 | 642 | 641 | 640 | 639 | 638 | 637 | 636 | 635 | 634 | 633 | 632 | 631 | 630 | 629 | 628 | 627 | 626 | 625 | 624 | 623 | 622 | 621 | 620 | 619 | 618 | 617 | 616 | 615 | 614 | 613 | 612 | 611 | 610 | 609 | 608 | 607 | 606 | 605</ |
|-------|-------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------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● FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (071) 873 4378 for more details.

[illegible]

|                 |   |       |       |       |      |
|-----------------|---|-------|-------|-------|------|
| Foreign Corp.   | 5 | 161.7 | 163.4 | 174.2 | +2.5 |
| Worldwide Bond  | 8 | 271.2 | 271.2 | 257.6 | -1.4 |
| American Growth | 6 | 293.0 | 293.0 | 311.3 | +1.9 |
| Asian Pacific   | 5 | 277.4 | 283.1 | 301.1 | +2.4 |

[illegible][illegible][illegible][illegible]

**TIME:** The time shown alongside the fund manager's name is the time of the unit trust's valuation point unless another time is indicated by the symbol alongside the individual unit trust name. The symbols are as follows: (P) - 2001 to 1100 hours; (H) - 1101 to 1400 hours; (A) - 1401 to 1700 hours; (N) - 1701 to midnight. Daily dealing prices are set on the basis of the valuation point; a short period of time may elapse before prices become available.

charge from fund managers.

Other explanatory notes are contained in the last columns of the FT Managed Funds Service.

**55 Life Assurance and Unit Trust Regulatory Organisation,**  
Centex House,  
103 New Oxford Street, London WC1A 1QH  
Tel: 071-570-0666.

|                             |        |        |       |        |        |
|-----------------------------|--------|--------|-------|--------|--------|
| 1. All India Bank, Calcutta | 142.5  | 143.8  | 151.0 | 147.25 | 154.00 |
| 2. Commercial Bank of India | 127.50 | 127.50 | 128.5 | 128.00 | 128.00 |
| 3. Bank of Bengal           | 116.0  | 117.0  | 118.0 | 117.00 | 117.00 |
| 4. Bank of Commerce         | 115.0  | 115.0  | 116.0 | 115.00 | 115.00 |
| 5. Bank of India            | 113.0  | 114.0  | 114.5 | 114.00 | 114.00 |
| 6. Bank of Calcutta         | 112.0  | 112.0  | 113.0 | 112.00 | 112.00 |
| 7. Bank of Madras           | 110.0  | 110.0  | 111.0 | 110.00 | 110.00 |
| 8. Bank of Bombay           | 108.0  | 108.0  | 109.0 | 108.00 | 108.00 |
| 9. Bank of Siam             | 107.0  | 107.0  | 108.0 | 107.00 | 107.00 |
| 10. Bank of China           | 106.0  | 106.0  | 107.0 | 106.00 | 106.00 |
| 11. Bank of Japan           | 105.0  | 105.0  | 106.0 | 105.00 | 105.00 |
| 12. Bank of Persia          | 104.0  | 104.0  | 105.0 | 104.00 | 104.00 |
| 13. Bank of Egypt           | 103.0  | 103.0  | 104.0 | 103.00 | 103.00 |
| 14. Bank of Greece          | 102.0  | 102.0  | 103.0 | 102.00 | 102.00 |
| 15. Bank of Italy           | 101.0  | 101.0  | 102.0 | 101.00 | 101.00 |
| 16. Bank of Spain           | 100.0  | 100.0  | 101.0 | 100.00 | 100.00 |
| 17. Bank of Portugal        | 99.0   | 99.0   | 100.0 | 99.00  | 99.00  |
| 18. Bank of France          | 98.0   | 98.0   | 99.0  | 98.00  | 98.00  |
| 19. Bank of Prussia         | 97.0   | 97.0   | 98.0  | 97.00  | 97.00  |
| 20. Bank of Austria         | 96.0   | 96.0   | 97.0  | 96.00  | 96.00  |
| 21. Bank of Russia          | 95.0   | 95.0   | 96.0  | 95.00  | 95.00  |
| 22. Bank of Sweden          | 94.0   | 94.0   | 95.0  | 94.00  | 94.00  |
| 23. Bank of Denmark         | 93.0   | 93.0   | 94.0  | 93.00  | 93.00  |
| 24. Bank of Norway          | 92.0   | 92.0   | 93.0  | 92.00  | 92.00  |
| 25. Bank of Finland         | 91.0   | 91.0   | 92.0  | 91.00  | 91.00  |
| 26. Bank of Holland         | 90.0   | 90.0   | 91.0  | 90.00  | 90.00  |
| 27. Bank of Belgium         | 89.0   | 89.0   | 90.0  | 89.00  | 89.00  |
| 28. Bank of Luxembourg      | 88.0   | 88.0   | 89.0  | 88.00  | 88.00  |
| 29. Bank of Switzerland     | 87.0   | 87.0   | 88.0  | 87.00  | 87.00  |
| 30. Bank of Germany         | 86.0   | 86.0   | 87.0  | 86.00  | 86.00  |
| 31. Bank of France          | 85.0   | 85.0   | 86.0  | 85.00  | 85.00  |
| 32. Bank of Italy           | 84.0   | 84.0   | 85.0  | 84.00  | 84.00  |
| 33. Bank of Spain           | 83.0   | 83.0   | 84.0  | 83.00  | 83.00  |
| 34. Bank of Portugal        | 82.0   | 82.0   | 83.0  | 82.00  | 82.00  |
| 35. Bank of Greece          | 81.0   | 81.0   | 82.0  | 81.00  | 81.00  |
| 36. Bank of Austria         | 80.0   | 80.0   | 81.0  | 80.00  | 80.00  |
| 37. Bank of Russia          | 79.0   | 79.0   | 80.0  | 79.00  | 79.00  |
| 38. Bank of Sweden          | 78.0   | 78.0   | 79.0  | 78.00  | 78.00  |
| 39. Bank of Denmark         | 77.0   | 77.0   | 78.0  | 77.00  | 77.00  |
| 40. Bank of Norway          | 76.0   | 76.0   | 77.0  | 76.00  | 76.00  |
| 41. Bank of Finland         | 75.0   | 75.0   | 76.0  | 75.00  | 75.00  |
| 42. Bank of Holland         | 74.0   | 74.0   | 75.0  | 74.00  | 74.00  |
| 43. Bank of Belgium         | 73.0   | 73.0   | 74.0  | 73.00  | 73.00  |
| 44. Bank of Luxembourg      | 72.0   | 72.0   | 73.0  | 72.00  | 72.00  |
| 45. Bank of Switzerland     | 71.0   | 71.0   | 72.0  | 71.00  | 71.00  |
| 46. Bank of Germany         | 70.0   | 70.0   | 71.0  | 70.00  | 70.00  |
| 47. Bank of France          | 69.0   | 69.0   | 70.0  | 69.00  | 69.00  |
| 48. Bank of Italy           | 68.0   | 68.0   | 69.0  | 68.00  | 68.00  |
| 49. Bank of Spain           | 67.0   | 67.0   | 68.0  | 67.00  | 67.00  |
| 50. Bank of Portugal        | 66.0   | 66.0   | 67.0  | 66.00  | 66.00  |
| 51. Bank of Greece          | 65.0   | 65.0   | 66.0  | 65.00  | 65.00  |
| 52. Bank of Austria         | 64.0   | 64.0   | 65.0  | 64.00  | 64.00  |
| 53. Bank of Russia          | 63.0   | 63.0   | 64.0  | 63.00  | 63.00  |
| 54. Bank of Sweden          | 62.0   | 62.0   | 63.0  | 62.00  | 62.00  |
| 55. Bank of Denmark         | 61.0   | 61.0   | 62.0  | 61.00  | 61.00  |
| 56. Bank of Norway          | 60.0   | 60.0   | 61.0  | 60.00  | 60.00  |
| 57. Bank of Finland         | 59.0   | 59.0   | 60.0  | 59.00  | 59.00  |
| 58. Bank of Holland         | 58.0   | 58.0   | 59.0  | 58.00  | 58.00  |
| 59. Bank of Belgium         | 57.0   | 57.0   | 58.0  | 57.00  | 57.00  |
| 60. Bank of Luxembourg      | 56.0   | 56.0   | 57.0  | 56.00  | 56.00  |
| 61. Bank of Switzerland     | 55.0   | 55.0   | 56.0  | 55.00  | 55.00  |
| 62. Bank of Germany         | 54.0   | 54.0   | 55.0  | 54.00  | 54.00  |
| 63. Bank of France          | 53.0   | 53.0   | 54.0  | 53.00  | 53.00  |
| 64. Bank of Italy           | 52.0   | 52.0   | 53.0  | 52.00  | 52.00  |
| 65. Bank of Spain           | 51.0   | 51.0   | 52.0  | 51.00  | 51.00  |
| 66. Bank of Portugal        | 50.0   | 50.0   | 51.0  | 50.00  | 50.00  |
| 67. Bank of Greece          | 49.0   | 49.0   | 50.0  | 49.00  | 49.00  |
| 68. Bank of Austria         | 48.0   | 48.0   | 49.0  | 48.00  | 48.00  |
| 69. Bank of Russia          | 47.0   | 47.0   | 48.0  | 47.00  | 47.00  |
| 70. Bank of Sweden          | 46.0   | 46.0   | 47.0  | 46.00  | 46.00  |
| 71. Bank of Denmark         | 45.0   | 45.0   | 46.0  | 45.00  | 45.00  |
| 72. Bank of Norway          | 44.0   | 44.0   | 45.0  | 44.00  | 44.00  |
| 73. Bank of Finland         | 43.0   | 43.0   | 44.0  | 43.00  | 43.00  |
| 74. Bank of Holland         | 42.0   | 42.0   | 43.0  | 42.00  | 42.00  |
| 75. Bank of Belgium         | 41.0   | 41.0   | 42.0  | 41.00  | 41.00  |
| 76. Bank of Luxembourg      | 40.0   | 40.0   | 41.0  | 40.00  | 40.00  |
| 77. Bank of Switzerland     | 39.0   | 39.0   | 40.0  | 39.00  | 39.00  |
| 78. Bank of Germany         | 38.0   | 38.0   | 39.0  | 38.00  | 38.00  |
| 79. Bank of France          | 37.0   | 37.0   | 38.0  | 37.00  | 37.00  |
| 80. Bank of Italy           | 36.0   | 36.0   | 37.0  | 36.00  | 36.00  |
| 81. Bank of Spain           | 35.0   | 35.0   | 36.0  | 35.00  | 35.00  |
| 82. Bank of Portugal        | 34.0   | 34.0   | 35.0  | 34.00  | 34.00  |
| 83. Bank of Greece          | 33.0   | 33.0   | 34.0  | 33.00  | 33.00  |
| 84. Bank of Austria         | 32.0   | 32.0   | 33.0  | 32.00  | 32.00  |
| 85. Bank of Russia          | 31.0   | 31.0   | 32.0  | 31.00  | 31.00  |
| 86. Bank of Sweden          | 30.0   | 30.0   | 31.0  | 30.00  | 30.00  |
| 87. Bank of Denmark         | 29.0   | 29.0   | 30.0  | 29.00  | 29.00  |
| 88. Bank of Norway          | 28.0   | 28.0   | 29.0  | 28.00  | 28.00  |
| 89. Bank of Finland         | 27.0   | 27.0   | 28.0  | 27.00  | 27.00  |
| 90. Bank of Holland         | 26.0   | 26.0   | 27.0  | 26.00  | 26.00  |
| 91. Bank of Belgium         | 25.0   | 25.0   | 26.0  | 25.00  | 25.00  |
| 92. Bank of Luxembourg      | 24.0   | 24.0   | 25.0  | 24.00  | 24.00  |
| 93. Bank of Switzerland     | 23.0   | 23.0   | 24.0  | 23.00  | 23.00  |
| 94. Bank of Germany         | 22.0   | 22.0   | 23.0  | 22.00  | 22.00  |
| 95. Bank of France          | 21.0   | 21.0   | 22.0  | 21.00  | 21.00  |
| 96. Bank of Italy           | 20.0   | 20.0   | 21.0  | 20.00  | 20.00  |
| 97. Bank of Spain           | 19.0   | 19.0   | 20.0  | 19.00  | 19.00  |
| 98. Bank of Portugal        | 18.0   | 18.0   | 19.0  | 18.00  | 18.00  |
| 99. Bank of Greece          | 17.0   | 17.0   | 18.0  | 17.00  | 17.00  |
| 100. Bank of Austria        | 16.0   | 16.0   | 17.0  | 16.00  | 16.00  |
| 101. Bank of Russia         | 15.0   | 15.0   | 16.0  | 15.00  | 15.00  |
| 102. Bank of Sweden         | 14.0   | 14.0   | 15.0  | 14.00  | 14.00  |
| 103. Bank of Denmark        | 13.0   | 13.0   | 14.0  | 13.00  | 13.00  |
| 104. Bank of Norway         | 12.0   | 12.0   | 13.0  | 12.00  | 12.00  |
| 105. Bank of Finland        | 11.0   | 11.0   | 12.0  | 11.00  | 11.00  |
| 106. Bank of Holland        | 10.0   | 10.0   | 11.0  | 10.00  | 10.00  |
| 107. Bank of Belgium        | 9.0    | 9.0    | 10.0  | 9.00   | 9.00   |
| 108. Bank of Luxembourg     | 8.0    | 8.0    | 9.0   | 8.00   | 8.00   |
| 109. Bank of Switzerland    | 7.0    | 7.0    | 8.0   | 7.00   | 7.00   |
| 110. Bank of Germany        | 6.0    | 6.0    | 7.0   | 6.00   | 6.00   |
| 111. Bank of France         | 5.0    | 5.0    | 6.0   | 5.00   | 5.00   |
| 112. Bank of Italy          | 4.0    | 4.0    | 5.0   | 4.00   | 4.00   |
| 113. Bank of Spain          | 3.0    | 3.0    | 4.0   | 3.00   | 3.00   |
| 114. Bank of Portugal       | 2.0    | 2.0    | 3.0   | 2.00   | 2.00   |
| 115. Bank of Greece         | 1.0    | 1.0    | 2.0   | 1.00   | 1.00   |
| 116. Bank of Austria        | 0.0    | 0.0    | 1.0   | 0.00   | 0.00   |
| 117. Bank of Russia         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 118. Bank of Sweden         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 119. Bank of Denmark        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 120. Bank of Norway         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 121. Bank of Finland        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 122. Bank of Holland        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 123. Bank of Belgium        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 124. Bank of Luxembourg     | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 125. Bank of Switzerland    | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 126. Bank of Germany        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 127. Bank of France         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 128. Bank of Italy          | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 129. Bank of Spain          | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 130. Bank of Portugal       | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 131. Bank of Greece         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 132. Bank of Austria        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 133. Bank of Russia         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 134. Bank of Sweden         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 135. Bank of Denmark        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 136. Bank of Norway         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 137. Bank of Finland        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 138. Bank of Holland        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 139. Bank of Belgium        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 140. Bank of Luxembourg     | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 141. Bank of Switzerland    | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 142. Bank of Germany        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 143. Bank of France         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 144. Bank of Italy          | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 145. Bank of Spain          | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 146. Bank of Portugal       | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 147. Bank of Greece         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 148. Bank of Austria        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 149. Bank of Russia         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 150. Bank of Sweden         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 151. Bank of Denmark        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 152. Bank of Norway         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 153. Bank of Finland        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 154. Bank of Holland        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 155. Bank of Belgium        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 156. Bank of Luxembourg     | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 157. Bank of Switzerland    | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 158. Bank of Germany        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 159. Bank of France         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 160. Bank of Italy          | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 161. Bank of Spain          | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 162. Bank of Portugal       | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 163. Bank of Greece         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 164. Bank of Austria        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 165. Bank of Russia         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 166. Bank of Sweden         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 167. Bank of Denmark        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 168. Bank of Norway         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 169. Bank of Finland        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 170. Bank of Holland        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 171. Bank of Belgium        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 172. Bank of Luxembourg     | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 173. Bank of Switzerland    | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 174. Bank of Germany        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 175. Bank of France         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 176. Bank of Italy          | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 177. Bank of Spain          | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 178. Bank of Portugal       | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 179. Bank of Greece         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 180. Bank of Austria        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 181. Bank of Russia         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 182. Bank of Sweden         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 183. Bank of Denmark        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 184. Bank of Norway         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 185. Bank of Finland        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 186. Bank of Holland        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 187. Bank of Belgium        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 188. Bank of Luxembourg     | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 189. Bank of Switzerland    | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 190. Bank of Germany        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 191. Bank of France         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 192. Bank of Italy          | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 193. Bank of Spain          | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 194. Bank of Portugal       | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 195. Bank of Greece         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 196. Bank of Austria        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 197. Bank of Russia         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 198. Bank of Sweden         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 199. Bank of Denmark        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 200. Bank of Norway         | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 201. Bank of Finland        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 202. Bank of Holland        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 203. Bank of Belgium        | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 204. Bank of Luxembourg     | 0.0    | 0.0    | 0.0   | 0.00   | 0.00   |
| 205. Bank of Switzerland    | 0.0    | 0.0    | 0     |        |        |

[illegible]

1. The first step is to identify the problem.
 2. The second step is to analyze the problem.
 3. The third step is to develop a solution.
 4. The fourth step is to implement the solution.
 5. The fifth step is to evaluate the solution.

**INITIAL CHARGE:** Charge made on sale of **HISTORIC PRICING:** The letter H denotes

**OFFER PRICE:** Also called issue price. The price shown on the prospectus at the time of publication and may not be the current trading level because of an intervening portfolio revision or a switch to a forward option.

**CANCELLATION PRICE:** The minimum

practices, think that most managers quote a much narrower spread. As a result, the bid price is often set above the cancellation price. However, the bid-ask spread has caused us to reconsider the bid-ask spread as the most recent provided by the managers.

**TIME:** The time shown alongside the fund manager's name is the time of the unit trust's

1100 hours: (♢) - 1101 to 1400 hours: (♢) -  
1401 to 1700 hours: (♢) - 1701 to midnight.  
Daily dealing prices are set on the basis of the  
55 Life Assurance and Unit Trust  
Regulatory Organisation,  
Central Point

•



| OTHER UK UNIT TRUSTS   |  | INSURANCES   |  |
|--|--|--|--|
| <p><b>Other UK Unit Trusts</b></p> <p><b>Accumulation Unit Trusts</b></p> <p><b>Income Unit Trusts</b></p> <p><b>Equity Unit Trusts</b></p> <p><b>Property Unit Trusts</b></p> <p><b>Art Unit Trusts</b></p> <p><b>Commodity Unit Trusts</b></p> <p><b>Other Unit Trusts</b></p> |  | <p><b>Life Insurance</b></p> <p><b>Accident and Sickness Insurance</b></p> <p><b>Marine Insurance</b></p> <p><b>Fire Insurance</b></p> <p><b>Automobile Insurance</b></p> <p><b>Aviation Insurance</b></p> <p><b>Yacht Insurance</b></p> <p><b>Other Insurance</b></p> |  |
| <p><b>Accumulation Unit Trusts</b></p> <p><b>Income Unit Trusts</b></p> <p><b>Equity Unit Trusts</b></p> <p><b>Property Unit Trusts</b></p> <p><b>Art Unit Trusts</b></p> <p><b>Commodity Unit Trusts</b></p> <p><b>Other Unit Trusts</b></p>                                    |  | <p><b>Life Insurance</b></p> <p><b>Accident and Sickness Insurance</b></p> <p><b>Marine Insurance</b></p> <p><b>Fire Insurance</b></p> <p><b>Automobile Insurance</b></p> <p><b>Aviation Insurance</b></p> <p><b>Yacht Insurance</b></p> <p><b>Other Insurance</b></p> |  |
| <p><b>Income Unit Trusts</b></p> <p><b>Equity Unit Trusts</b></p> <p><b>Property Unit Trusts</b></p> <p><b>Art Unit Trusts</b></p> <p><b>Commodity Unit Trusts</b></p> <p><b>Other Unit Trusts</b></p>   |  | <p><b>Life Insurance</b></p> <p><b>Accident and Sickness Insurance</b></p> <p><b>Marine Insurance</b></p> <p><b>Fire Insurance</b></p> <p><b>Automobile Insurance</b></p> <p><b>Aviation Insurance</b></p> <p><b>Yacht Insurance</b></p> <p><b>Other Insurance</b></p> |  |
| <p><b>Equity Unit Trusts</b></p> <p><b>Property Unit Trusts</b></p> <p><b>Art Unit Trusts</b></p> <p><b>Commodity Unit Trusts</b></p> <p><b>Other Unit Trusts</b></p>  |  | <p><b>Life Insurance</b></p> <p><b>Accident and Sickness Insurance</b></p> <p><b>Marine Insurance</b></p> <p><b>Fire Insurance</b></p> <p><b>Automobile Insurance</b></p> <p><b>Aviation Insurance</b></p> <p><b>Yacht Insurance</b></p> <p><b>Other Insurance</b></p> |  |
| <p><b>Property Unit Trusts</b></p> <p><b>Art Unit Trusts</b></p> <p><b>Commodity Unit Trusts</b></p> <p><b>Other Unit Trusts</b></p>   |  | <p><b>Life Insurance</b></p> <p><b>Accident and Sickness Insurance</b></p> <p><b>Marine Insurance</b></p> <p><b>Fire Insurance</b></p> <p><b>Automobile Insurance</b></p> <p><b>Aviation Insurance</b></p> <p><b>Yacht Insurance</b></p> <p><b>Other Insurance</b></p> |  |
| <p><b>Art Unit Trusts</b></p> <p><b>Commodity Unit Trusts</b></p> <p><b>Other Unit Trusts</b></p>  |  | <p><b>Life Insurance</b></p> <p><b>Accident and Sickness Insurance</b></p> <p><b>Marine Insurance</b></p> <p><b>Fire Insurance</b></p> <p><b>Automobile Insurance</b></p> <p><b>Aviation Insurance</b></p> <p><b>Yacht Insurance</b></p> <p><b>Other Insurance</b></p> |  |
| <p><b>Commodity Unit Trusts</b></p> <p><b>Other Unit Trusts</b></p>  |  | <p><b>Life Insurance</b></p> <p><b>Accident and Sickness Insurance</b></p> <p><b>Marine Insurance</b></p> <p><b>Fire Insurance</b></p> <p><b>Automobile Insurance</b></p> <p><b>Aviation Insurance</b></p> <p><b>Yacht Insurance</b></p> <p><b>Other Insurance</b></p> |  |
| <p><b>Other Unit Trusts</b></p>  |  | <p><b>Life Insurance</b></p> <p><b>Accident and Sickness Insurance</b></p> <p><b>Marine Insurance</b></p> <p><b>Fire Insurance</b></p> <p><b>Automobile Insurance</b></p> <p><b>Aviation Insurance</b></p> <p><b>Yacht Insurance</b></p> <p><b>Other Insurance</b></p> |  |



● FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on ( 071 ) 873 4978 for more details.

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## CURRENCIES, MONEY AND CAPITAL MARKETS

## FOREIGN EXCHANGE

## \$ stalled ahead of job figures

DEALERS hung fire over the US dollar yesterday having already taken up their positions ahead of crucial US employment data today.

The concentration on the latest non-farm payroll figure meant that other issues took second place. The Tory party conference in the UK, the Bundesbank council meeting in Germany and possible central bank intervention in Belgium, all had a muted impact on the relevant currencies.

Economists are looking for a rise of between 150,000 and 200,000 in US employment as a signal that the country's fragile economy might be regaining some stamina.

Mr Paul Chertkov, global currency analyst with UBS, said: "If we get a figure above 175,000 the currency is back on track and the mentality of the market shifts. Under 100,000 and the gloom intensifies."

That nervousness left the dollar unchanged at DM1.6330 by the close in London. Against the Yen it fell slightly to Y105.10 from Y105.60 against the Yen.

The worries allowed the German currency to appreciate quietly against a range of European currencies.

The fact that the Bundes-

bank kept its floor level discount rate unchanged at 6.25 per cent and its upper level Lombard rate flat at 7.25 per cent was neither here nor there - the market would have been stunned if Mr Hans Tietmeyer had made any change at his first meeting as head of the German central bank.

But doubts over the US economy have given investors more reason to back the D-Mark. The currency has been further helped by other European central banks rebuilding reserves that were severely depleted out by the exchange rate mechanism crisis at the beginning of August.

The D-Mark climbed against the French and Belgian francs and the Spanish peseta. Outside the ERM it rose against the Swiss franc and Italian lira.

The French franc was further overshadowed by disappointing statistics on the Bank of France reserves. A number of economists had expected

that it might have recovered a large chunk of its reserves lost during the crisis at the start of August. In the event, the latest figure showed that the Bank only rebuilt by FF9.3bn last week, the lowest weekly figure since the crisis. That still leaves it with an estimated FF97.7bn shortfall.

The Belgian franc suffered from continuing worries over the state of the economy and the government's ability to shoulder through its social pact. The currency hit BF21.77 against the D-Mark at one stage and dealers said the central bank was intervening to support it; the central bank denied the claims. The Belgian franc closed at BF21.70 down from BF21.67 previously.

Sterling held on to gains made earlier in the week in spite of some disappointment that Mr Kenneth Clarke the Chancellor refused to scotch speculation of an early interest rate cut.

## EMS EUROPEAN CURRENCY UNIT RATES

|                   | Unit    | Current Rate | % Change from Oct 7 | % Change from Oct 7 | % Change from Oct 7 |
|-------------------|---------|--------------|---------------------|---------------------|---------------------|
| Dutch Guilder     | 1.93627 | 2.14227      | -2.47               | 6.55                | -                   |
| French Franc      | 6.55957 | 1.93627      | -2.47               | 6.55                | -                   |
| Italian Lira      | 1.93627 | 1.93627      | -2.47               | 6.55                | -                   |
| Spanish Peseta    | 166.639 | 1.93627      | -2.47               | 6.55                | -                   |
| Portuguese Escudo | 200.482 | 1.93627      | -2.47               | 6.55                | -                   |
| German Mark       | 1.93627 | 1.93627      | -2.47               | 6.55                | -                   |

Unit central rates set by the European Commission. Currencies are in descending order of strength. Percentage changes are for Oct 7. A positive change denotes a weaker currency. Changes shown in the table between two dates are the percentage difference between the current rate and the rate on the date shown. The current rate is the rate on Oct 7. The current rate is the rate on Oct 7. The current rate is the rate on Oct 7.

## STERLING INDEX

|          | Oct 7           | Oct 8   | Previous Close |
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## FINANCIAL FUTURES AND OPTIONS

## LIFE LONG SWISS FRANK FUTURES

|          | Oct 7           | Oct 8   | Previous Close |
|----------|-----------------|---------|----------------|
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## LIFE LONG SWISS FRANK FUTURES

|  |        |        |        |        |
|--|--------|--------|--------|--------|
| Dec                                    | 3122.0 | 3141.0 | 3173.0 | 3132.0 |
| Jan                                    | 3138.0 |        |        | 3149.0 |
| Mar                                    | 3151.0 |        |        | 3161.0 |
| Estimated volume 5792 (11200)          |        |        |        |        |
| Previous day's open int. 58567 (57245) |        |        |        |        |

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Contracts traded on APT. Closing prices shown.



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| TOKYO - Most Active Stocks |        |         |        |                      |        |         |
|----------------------------|--------|---------|--------|----------------------|--------|---------|
| Thursday, October 7, 1993  |        |         |        |                      |        |         |
|                            | Stocks | Closing | Change |                      | Stocks | Closing |
|                            | Traded | Prices  | on day |                      | Traded | Prices  |
| Nippon Steel .....         | 12.5m  | 344     | +6     | Izumi Motor .....    | 4.5m   | 415     |
| Fujitsu Ltd .....          | 7.4m   | 856     | -6     | Kawamura Steel ..... | 4.2m   | 328     |
| Mitsubishi Motor .....     | 5.8m   | 632     | +6     | Wako Corp .....      | 3.5m   | 278     |
| Nissan Motor Co .....      | 4.7m   | 707     | +26    | Sanyo Co Ltd .....   | 3.2m   | 2,850   |
| Mitsubishi Heavy .....     | 4.8m   | 672     | +4     | Teigo Gas .....      | 3.1m   | 632     |
|                            |        |         |        |                      |        | on day  |
|                            |        |         |        |                      |        | +4      |
|                            |        |         |        |                      |        | -4      |
|                            |        |         |        |                      |        | -130    |

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|         |            |         |             |             |            |             |              |
|---------|------------|---------|-------------|-------------|------------|-------------|--------------|
| Austria | GES 5,600  | France  | FFR 1,940   | Luxembourg  | LFR 12,300 | Spain       | PTS 39,000   |
| Belgium | BFR 12,500 | Germany | DM 700      | Netherlands | DFL 850    | Sweden      | SEK 2,800    |
| Denmark | DKK 3,150  | Greece  | DR 22,800   | Norway      | NOK 2,800  | Switzerland | SPR 680      |
| Finland | FMK 1,980  | Italy   | LIT 560,000 | Portugal    | ESC 57,000 | Turkey      | TL 1,850,000 |

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**4 pm close October 7**

## NEW YORK STOCK EXCHANGE COMPOSITE PRICES

| A - Z |      |      |      |      |      |      |      |      |      |
|-------|------|------|------|------|------|------|------|------|------|
| 10    | 11   | 12   | 13   | 14   | 15   | 16   | 17   | 18   | 19   |
| 20    | 21   | 22   | 23   | 24   | 25   | 26   | 27   | 28   | 29   |
| 30    | 31   | 32   | 33   | 34   | 35   | 36   | 37   | 38   | 39   |
| 40    | 41   | 42   | 43   | 44   | 45   | 46   | 47   | 48   | 49   |
| 50    | 51   | 52   | 53   | 54   | 55   | 56   | 57   | 58   | 59   |
| 60    | 61   | 62   | 63   | 64   | 65   | 66   | 67   | 68   | 69   |
| 70    | 71   | 72   | 73   | 74   | 75   | 76   | 77   | 78   | 79   |
| 80    | 81   | 82   | 83   | 84   | 85   | 86   | 87   | 88   | 89   |
| 90    | 91   | 92   | 93   | 94   | 95   | 96   | 97   | 98   | 99   |
| 100   | 101  | 102  | 103  | 104  | 105  | 106  | 107  | 108  | 109  |
| 110   | 111  | 112  | 113  | 114  | 115  | 116  | 117  | 118  | 119  |
| 120   | 121  | 122  | 123  | 124  | 125  | 126  | 127  | 128  | 129  |
| 130   | 131  | 132  | 133  | 134  | 135  | 136  | 137  | 138  | 139  |
| 140   | 141  | 142  | 143  | 144  | 145  | 146  | 147  | 148  | 149  |
| 150   | 151  | 152  | 153  | 154  | 155  | 156  | 157  | 158  | 159  |
| 160   | 161  | 162  | 163  | 164  | 165  | 166  | 167  | 168  | 169  |
| 170   | 171  | 172  | 173  | 174  | 175  | 176  | 177  | 178  | 179  |
| 180   | 181  | 182  | 183  | 184  | 185  | 186  | 187  | 188  | 189  |
| 190   | 191  | 192  | 193  | 194  | 195  | 196  | 197  | 198  | 199  |
| 200   | 201  | 202  | 203  | 204  | 205  | 206  | 207  | 208  | 209  |
| 210   | 211  | 212  | 213  | 214  | 215  | 216  | 217  | 218  | 219  |
| 220   | 221  | 222  | 223  | 224  | 225  | 226  | 227  | 228  | 229  |
| 230   | 231  | 232  | 233  | 234  | 235  | 236  | 237  | 238  | 239  |
| 240   | 241  | 242  | 243  | 244  | 245  | 246  | 247  | 248  | 249  |
| 250   | 251  | 252  | 253  | 254  | 255  | 256  | 257  | 258  | 259  |
| 260   | 261  | 262  | 263  | 264  | 265  | 266  | 267  | 268  | 269  |
| 270   | 271  | 272  | 273  | 274  | 275  | 276  | 277  | 278  | 279  |
| 280   | 281  | 282  | 283  | 284  | 285  | 286  | 287  | 288  | 289  |
| 290   | 291  | 292  | 293  | 294  | 295  | 296  | 297  | 298  | 299  |
| 300   | 301  | 302  | 303  | 304  | 305  | 306  | 307  | 308  | 309  |
| 310   | 311  | 312  | 313  | 314  | 315  | 316  | 317  | 318  | 319  |
| 320   | 321  | 322  | 323  | 324  | 325  | 326  | 327  | 328  | 329  |
| 330   | 331  | 332  | 333  | 334  | 335  | 336  | 337  | 338  | 339  |
| 340   | 341  | 342  | 343  | 344  | 345  | 346  | 347  | 348  | 349  |
| 350   | 351  | 352  | 353  | 354  | 355  | 356  | 357  | 358  | 359  |
| 360   | 361  | 362  | 363  | 364  | 365  | 366  | 367  | 368  | 369  |
| 370   | 371  | 372  | 373  | 374  | 375  | 376  | 377  | 378  | 379  |
| 380   | 381  | 382  | 383  | 384  | 385  | 386  | 387  | 388  | 389  |
| 390   | 391  | 392  | 393  | 394  | 395  | 396  | 397  | 398  | 399  |
| 400   | 401  | 402  | 403  | 404  | 405  | 406  | 407  | 408  | 409  |
| 410   | 411  | 412  | 413  | 414  | 415  | 416  | 417  | 418  | 419  |
| 420   | 421  | 422  | 423  | 424  | 425  | 426  | 427  | 428  | 429  |
| 430   | 431  | 432  | 433  | 434  | 435  | 436  | 437  | 438  | 439  |
| 440   | 441  | 442  | 443  | 444  | 445  | 446  | 447  | 448  | 449  |
| 450   | 451  | 452  | 453  | 454  | 455  | 456  | 457  | 458  | 459  |
| 460   | 461  | 462  | 463  | 464  | 465  | 466  | 467  | 468  | 469  |
| 470   | 471  | 472  | 473  | 474  | 475  | 476  | 477  | 478  | 479  |
| 480   | 481  | 482  | 483  | 484  | 485  | 486  | 487  | 488  | 489  |
| 490   | 491  | 492  | 493  | 494  | 495  | 496  | 497  | 498  | 499  |
| 500   | 501  | 502  | 503  | 504  | 505  | 506  | 507  | 508  | 509  |
| 510   | 511  | 512  | 513  | 514  | 515  | 516  | 517  | 518  | 519  |
| 520   | 521  | 522  | 523  | 524  | 525  | 526  | 527  | 528  | 529  |
| 530   | 531  | 532  | 533  | 534  | 535  | 536  | 537  | 538  | 539  |
| 540   | 541  | 542  | 543  | 544  | 545  | 546  | 547  | 548  | 549  |
| 550   | 551  | 552  | 553  | 554  | 555  | 556  | 557  | 558  | 559  |
| 560   | 561  | 562  | 563  | 564  | 565  | 566  | 567  | 568  | 569  |
| 570   | 571  | 572  | 573  | 574  | 575  | 576  | 577  | 578  | 579  |
| 580   | 581  | 582  | 583  | 584  | 585  | 586  | 587  | 588  | 589  |
| 590   | 591  | 592  | 593  | 594  | 595  | 596  | 597  | 598  | 599  |
| 600   | 601  | 602  | 603  | 604  | 605  | 606  | 607  | 608  | 609  |
| 610   | 611  | 612  | 613  | 614  | 615  | 616  | 617  | 618  | 619  |
| 620   | 621  | 622  | 623  | 624  | 625  | 626  | 627  | 628  | 629  |
| 630   | 631  | 632  | 633  | 634  | 635  | 636  | 637  | 638  | 639  |
| 640   | 641  | 642  | 643  | 644  | 645  | 646  | 647  | 648  | 649  |
| 650   | 651  | 652  | 653  | 654  | 655  | 656  | 657  | 658  | 659  |
| 660   | 661  | 662  | 663  | 664  | 665  | 666  | 667  | 668  | 669  |
| 670   | 671  | 672  | 673  | 674  | 675  | 676  | 677  | 678  | 679  |
| 680   | 681  | 682  | 683  | 684  | 685  | 686  | 687  | 688  | 689  |
| 690   | 691  | 692  | 693  | 694  | 695  | 696  | 697  | 698  | 699  |
| 700   | 701  | 702  | 703  | 704  | 705  | 706  | 707  | 708  | 709  |
| 710   | 711  | 712  | 713  | 714  | 715  | 716  | 717  | 718  | 719  |
| 720   | 721  | 722  | 723  | 724  | 725  | 726  | 727  | 728  | 729  |
| 730   | 731  | 732  | 733  | 734  | 735  | 736  | 737  | 738  | 739  |
| 740   | 741  | 742  | 743  | 744  | 745  | 746  | 747  | 748  | 749  |
| 750   | 751  | 752  | 753  | 754  | 755  | 756  | 757  | 758  | 759  |
| 760   | 761  | 762  | 763  | 764  | 765  | 766  | 767  | 768  | 769  |
| 770   | 771  | 772  | 773  | 774  | 775  | 776  | 777  | 778  | 779  |
| 780   | 781  | 782  | 783  | 784  | 785  | 786  | 787  | 788  | 789  |
| 790   | 791  | 792  | 793  | 794  | 795  | 796  | 797  | 798  | 799  |
| 800   | 801  | 802  | 803  | 804  | 805  | 806  | 807  | 808  | 809  |
| 810   | 811  | 812  | 813  | 814  | 815  | 816  | 817  | 818  | 819  |
| 820   | 821  | 822  | 823  | 824  | 825  | 826  | 827  | 828  | 829  |
| 830   | 831  | 832  | 833  | 834  | 835  | 836  | 837  | 838  | 839  |
| 840   | 841  | 842  | 843  | 844  | 845  | 846  | 847  | 848  | 849  |
| 850   | 851  | 852  | 853  | 854  | 855  | 856  | 857  | 858  | 859  |
| 860   | 861  | 862  | 863  | 864  | 865  | 866  | 867  | 868  | 869  |
| 870   | 871  | 872  | 873  | 874  | 875  | 876  | 877  | 878  | 879  |
| 880   | 881  | 882  | 883  | 884  | 885  | 886  | 887  | 888  | 889  |
| 890   | 891  | 892  | 893  | 894  | 895  | 896  | 897  | 898  | 899  |
| 900   | 901  | 902  | 903  | 904  | 905  | 906  | 907  | 908  | 909  |
| 910   | 911  | 912  | 913  | 914  | 915  | 916  | 917  | 918  | 919  |
| 920   | 921  | 922  | 923  | 924  | 925  | 926  | 927  | 928  | 929  |
| 930   | 931  | 932  | 933  | 934  | 935  | 936  | 937  | 938  | 939  |
| 940   | 941  | 942  | 943  | 944  | 945  | 946  | 947  | 948  | 949  |
| 950   | 951  | 952  | 953  | 954  | 955  | 956  | 957  | 958  | 959  |
| 960   | 961  | 962  | 963  | 964  | 965  | 966  | 967  | 968  | 969  |
| 970   | 971  | 972  | 973  | 974  | 975  | 976  | 977  | 978  | 979  |
| 980   | 981  | 982  | 983  | 984  | 985  | 986  | 987  | 988  | 989  |
| 990   | 991  | 992  | 993  | 994  | 995  | 996  | 997  | 998  | 999  |
| 1000  | 1001 | 1002 | 1003 | 1004 | 1005 | 1006 | 1007 | 1008 | 1009 |
| 1010  | 1011 | 1012 | 1013 | 1014 | 1015 | 1016 | 1017 | 1018 | 1019 |
| 1020  | 1021 | 1022 | 1023 | 1024 | 1025 | 1026 | 1027 | 1028 | 1029 |
| 1030  | 1031 | 1032 | 1033 | 1034 | 1035 | 1036 | 1037 | 1038 | 1039 |
| 1040  | 1041 | 1042 | 1043 | 1044 | 1045 | 1046 | 1047 | 1048 | 1049 |
| 1050  | 1051 | 1052 | 1053 | 1054 | 1055 | 1056 | 1057 | 1058 | 1059 |
| 1060  | 1061 | 1062 | 1063 | 1064 | 1065 | 1066 | 1067 | 1068 | 1069 |
| 1070  | 1071 | 1072 | 1073 | 1074 | 1075 | 1076 | 1077 | 1078 | 1079 |
| 1080  | 1081 | 1082 | 1083 | 1084 | 1085 | 1086 | 1087 | 1088 | 1089 |
| 1090  | 1091 | 1092 | 1093 | 1094 | 1095 | 1096 | 1097 | 1098 | 1099 |
| 1100  | 1101 | 1102 | 1103 | 1104 | 1105 | 1106 | 1107 | 1108 | 1109 |
| 1110  | 1111 | 1112 | 1113 | 1114 | 1115 | 1116 | 1117 | 1118 | 1119 |
| 1120  | 1121 | 1122 | 1123 | 1124 | 1125 | 1126 | 1127 | 1128 | 1129 |
| 1130  | 1131 | 1132 | 1133 | 1134 | 1135 | 1136 | 1137 | 1138 | 1139 |
| 1140  | 1141 | 1142 | 1143 | 1144 | 1145 | 1146 | 1147 | 1148 | 1149 |
| 1150  | 1151 | 1152 | 1153 | 1154 | 1155 | 1156 | 1157 | 1158 | 1159 |
| 1160  | 1161 | 1162 | 1163 | 1164 | 1165 | 1166 | 1167 | 1168 | 1169 |
| 1170  | 1171 | 1172 | 1173 | 1174 | 1175 | 1176 | 1177 | 1178 | 1179 |
| 1180  | 1181 | 1182 | 1183 | 1184 | 1185 | 1186 | 1187 | 1188 | 1189 |
| 1190  | 1191 | 1192 | 1193 | 1194 | 1195 | 1196 | 1197 | 1198 | 1199 |
| 1200  | 1201 | 1202 | 1203 | 1204 | 1205 | 1206 | 1207 | 1208 | 1209 |
| 1210  | 1211 | 1212 | 1213 | 1214 | 1215 | 1216 | 1217 | 1218 | 1219 |
| 1220  | 1221 | 1222 | 1223 | 1224 | 1225 | 1226 | 1227 | 1228 | 1229 |
| 1230  | 1231 | 1232 | 1233 | 1234 | 1235 | 1236 | 1237 | 1238 | 1239 |
| 1240  | 1241 | 1242 | 1243 | 1244 | 1245 | 1246 | 1247 | 1248 | 1249 |
| 1250  | 1251 | 1252 | 1253 | 1254 | 1255 | 1256 | 1257 | 1258 | 1259 |
| 1260  | 1261 | 1262 | 1263 | 1264 | 1265 | 1266 | 1267 | 1268 | 1269 |
| 1270  | 1271 | 1272 | 1273 | 1274 | 1275 | 1276 | 1277 | 1278 | 1279 |
| 1280  | 1281 | 1282 | 1283 | 1284 | 1285 | 1286 | 1287 | 1288 | 1289 |
| 1290  | 1291 | 1292 | 1293 | 1294 | 1295 | 1296 | 1297 | 1298 | 1299 |
| 1300  | 1301 | 1302 | 1303 | 1304 | 1305 | 1306 | 1307 | 1308 | 1309 |
| 1310  | 1311 | 1312 | 1313 | 1314 | 1315 | 1316 | 1317 | 1318 | 1319 |
| 1320  | 1321 | 1322 | 1323 | 1324 | 1325 | 1326 | 1327 | 1328 | 1329 |
| 1330  | 1331 | 1332 | 1333 | 1334 | 1335 | 1336 | 1337 | 1338 | 1339 |
| 1340  | 1341 | 1342 | 1343 | 1344 | 1345 | 1346 | 1347 | 1348 | 1349 |
| 1350  | 1351 | 1352 | 1353 | 1354 | 1355 | 1356 | 1357 | 1358 | 1359 |
| 1360  | 1361 | 1362 | 1363 | 1364 | 1365 | 1366 | 1367 | 1368 | 1369 |
| 1370  | 1371 | 1372 | 1373 | 1374 | 1375 | 1376 | 1377 | 1378 | 1379 |
| 1380  | 1381 | 1382 | 1383 | 1384 | 1385 | 1386 | 1387 | 1388 | 1389 |
| 1390  | 1391 | 1392 | 1393 | 1394 | 1395 | 1396 | 1397 | 1398 | 1399 |
| 1400  | 1401 | 1402 | 1403 | 1404 | 1405 | 1406 | 1407 |      |      |

**Continued on next page**



**4 m7 close October**

High Low Last One

[illegible]

|                                |                                |                                |
|--------------------------------|--------------------------------|--------------------------------|
| 29 <sup>1</sup> / <sub>2</sub> | 29 <sup>1</sup> / <sub>2</sub> | - <sup>1</sup> / <sub>2</sub>  |
| 38 <sup>1</sup> / <sub>2</sub> | 41 <sup>1</sup> / <sub>2</sub> | +1 <sup>3</sup> / <sub>4</sub> |
| 10 <sup>7</sup> / <sub>8</sub> | 11                             | - <sup>1</sup> / <sub>2</sub>  |
| 9 <sup>7</sup> / <sub>8</sub>  | 10                             | - <sup>1</sup> / <sub>4</sub>  |
| 25 <sup>3</sup> / <sub>4</sub> | 25 <sup>7</sup> / <sub>8</sub> | - <sup>3</sup> / <sub>4</sub>  |
| 6 <sup>1</sup> / <sub>2</sub>  | 7                              | + <sup>1</sup> / <sub>2</sub>  |

|     |     |     |
|-----|-----|-----|
| 39½ | 84½ | +4  |
| 9½  | 9½  | -5  |
| 31  | 31  | -12 |
| 29¼ | 29½ | -½  |
| 25½ | 26  | -½  |
| 51½ | 52½ | -1½ |
| 61½ | 61½ | -1½ |
| 15½ | 15½ | -1½ |
| 7¼  | 7¼  | -1½ |
| 10¾ | 10¾ | -1½ |
| 13  | 13  | -1½ |
| 44½ | 44½ | -1½ |
| 25  | 2½  | -1½ |
| 11½ | 11½ | -1½ |
| 46½ | 46½ | -1½ |
| 10½ | 11½ | -1½ |
| 21½ | 21½ | -1½ |
| 47  | 47½ | -½  |
| 5   | 5½  | -½  |
| 19¾ | 20½ | -½  |
| 54  | 54½ | -½  |
| 14½ | 14½ | -½  |
| 22½ | 22½ | -½  |
| 44½ | 45½ | -½  |
| 28½ | 28½ | -½  |
| 5½  | 5½  | -½  |
| 10½ | 10½ | -½  |
| 10½ | 10½ | -½  |
| 36½ | 36½ | -½  |
| 6   | 6   | -½  |
| 68½ | 68½ | -½  |
| 14½ | 14½ | -½  |

|                 |                 |                 |
|-----------------|-----------------|-----------------|
| $28\frac{1}{2}$ | $28\frac{1}{8}$ | $+1\frac{3}{8}$ |
| $17\frac{1}{4}$ | $17\frac{1}{4}$ | $-1\frac{1}{2}$ |
| $16\frac{1}{2}$ | $16\frac{1}{2}$ | $-1\frac{1}{4}$ |
| $17\frac{1}{4}$ | 18              | $-1\frac{3}{8}$ |
| $23\frac{1}{4}$ | $23\frac{3}{8}$ | $-1\frac{1}{8}$ |

|     |     |     |
|-----|-----|-----|
| 53½ | 53½ | -1½ |
| 53½ | 53½ | -½  |
| 23½ | 24½ | +½  |
| 27½ | 27½ | +½  |
| 47½ | 47½ | -½  |
| 28  | 28½ | +½  |
| 42½ | 42½ | -½  |
| 38½ | 40½ | +½  |
| 48½ | 48½ | +½  |
| 11½ | 12½ | +½  |
| 31½ | 31½ | -½  |
| 14½ | 15½ | -½  |
| 4½  | 4½  | +½  |
| 37½ | 38  | -½  |
| 24½ | 25  | -½  |
| 18½ | 18½ | -½  |
| 17½ | 17½ | -½  |
| 27½ | 28½ | +½  |
| 3   | 3   | -½  |
| 4½  | 4½  | +½  |

451, 453, -13

$$\begin{array}{r} 5\frac{1}{2} \\ 23\frac{1}{4} \\ 6\frac{1}{2} \\ 42 \end{array} \quad \begin{array}{r} 5\frac{1}{2} \\ 23\frac{1}{4} \\ 6\frac{1}{8} \\ 42 \end{array} \quad \begin{array}{r} +\frac{1}{2} \\ \\ \\ +\frac{1}{4} \end{array}$$



## AMERICA

## US stocks subdued ahead of jobs data

## Wall Street

US share prices were trapped in a narrow trading range either side of opening values yesterday morning as dealers and investors mostly stuck to the sidelines ahead of today's important jobs figures, writes Patrick Harverson in New York.

At 1pm, the Dow Jones Industrial Average was down 2.79 at 3,598.20. The more broadly based Standard & Poor's 500 was down 0.48 at 460.36, while the Amex composite was 0.53 lower at 463.89, and the Nasdaq composite down 1.23 at 763.54. Trading volume on the NYSE was 154m shares by 1pm.

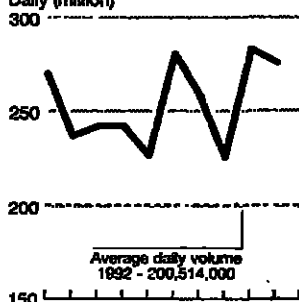
Trading was subdued from the start as participants once again chose to keep their heads down while awaiting the September employment report, due out this morning. The monthly jobs report is traditionally the most eagerly anticipated set of economic figures, and the markets are hoping that today's numbers will give them a fresh look at how the labour market is faring in a still struggling economy. The consensus of analysts' forecasts has non-farm payrolls rising by about 150,000 last month.

Wall Street, however, has a

poor track record of forecasting the jobs figures, and there have been numerous occasions this year when the monthly employment numbers have surprised the market, usually by producing a more bearish

## NYSE volume

Daily (million)



report than expected. This explains the markets' cautious approach to today's data, and the lack of much movement in share prices during the morning session.

There was some news on the jobs front yesterday - the Labor department announced that the number of people claiming state unemployment insurance fell by 9,000 in the final few days of September - but the numbers failed to move the markets.

Among individual stocks,

retailers were in the limelight after some of the biggest companies reported their latest monthly sales figures. The news was neither disappointing nor particularly encouraging, and investors seemed unimpressed. Sears, Roebuck fell 1% to \$58.74, while JC Penney gave up 1% to \$46.74, the Limited dropped 1% to \$23 and Kmart eased 1% to \$34.44.

Corning plunged 8% to \$27.12 in volume of 2.5m shares after the company warned that it would be taking a third quarter charge against earnings of \$130m, and said that its underlying income, even excluding the charge, will come in about 10 per cent below a year ago.

Motor stocks were in demand, with General Motors up \$1 at \$44, Ford \$1 at \$56.44 and Chrysler 1% to \$49. On the Nasdaq market, Liberty Media rose 1% to \$28 on the news that Tele-Communications is considering a \$3.3bn stock deal to regain full control of the company.

## Canada

TORONTO remained ahead at midday although the market had eased from earlier levels due to falling transportation and energy indices. The TSE-300 composite index at noon was 5.96 higher at 4,061.44 in turnover of C\$361.1m.

## EUROPE

## Paris sees 3 per cent decline in LVMH

AFTER two days of significant gains, the Eurotrack 100 eased a little yesterday, following the trend set on Wednesday afternoon, writes Our Markets Staff.

PARIS opened a 3 per cent fall in LVMH on renewed selling after the group's recent disappointing first half results and further sell notes were issued by brokers. The shares lost FF119 to FF137.70 in heavy volume.

The CAC-40 index slipped 17.65 to 2,147.41 as turnover remained firm at FF3.5m.

Peugeot was off FF11 at FF640 ahead of reporting a first half loss of FF1.12bn, which came in at the lower end of market forecasts.

SocGen was one of the day's best performers, with a gain of FF14 to FF76 following an impressive set of first half figures on Wednesday.

FRANKFURT traded above 2,000 for the first time at mid-session after the DAX index lost steam after that. It closed the session 9.99 higher at 1,997.04 after an intraday high of 2,000.38, and eased to 1,991.38 in the post-bourse. Turnover fell from DM10.6bn to DM9.6bn.

At the close the DAX was still nearly 80 points up on the day's gainers, up FI 2.40 or

week after a significant push from German mutual funds moving out of bonds into equities, and supported by US buying.

The big winner of the day, the pharmaceuticals group, Schering, made its own breakthrough with a DM29.20 gain to DM1,022 on one big order, and then excitement that it had cleared the DM1,000 level.

Other recent special situations like Daimler and Luftwaffe were down again, by DM5.80 to DM747.80 and by DM2.40 to DM159.90 respectively.

AMSTERDAM saw Hoogovens continuing to attract sellers as speculation persisted over its financial health, the shares ending off 90 cents at FI 42.10. Many analysts believe that while the steel group remains in a difficult situation, its longer term prospects are relatively satisfactory.

Goldman Sachs has the stock on its European priority list, although emphasising that earnings recovery "is likely to be a bumpy ride".

The CBS Tendency index finished off 0.2 at 127.7. Nedlloyd featured among the day's gainers, up FI 2.40 or

## FT-SE Actuaries Share Indices

| FT-SE EUROPEAN SERIES   |     |                     |         |         |         |         |         |         |         |
|---|-----|---------------------|---------|---------|---------|---------|---------|---------|---------|
| October 7   |     | THE EUROPEAN SERIES |         |         |         |         |         |         |         |
| Hourly changes  |     | Open                | 11.30   | 12.00   | 13.00   | 14.00   | 15.00   | 16.00   | Close   |
| FT-SE Eurotrack   | 100 | 1318.80             | 1317.82 | 1320.06 | 1321.34 | 1319.24 | 1318.25 | 1318.01 | 1317.76 |
| FT-SE Eurotrack   | 200 | 1402.72             | 1402.41 | 1403.44 | 1402.79 | 1403.38 | 1401.93 | 1401.47 | 1401.57 |
|   |     | Oct 6               | Oct 5   | Oct 4   | Oct 1   | Sep 30  |         |         |         |
| FT-SE Eurotrack   | 100 | 1321.84             | 1313.91 | 1292.14 | 1293.98 | 1293.02 |         |         |         |
| FT-SE Eurotrack   | 200 | 1403.39             | 1381.47 | 1377.73 | 1368.19 | 1362.51 |         |         |         |
| Base value 100 (1970/70) Hyspan: 100 - 1291.34 - 200 - 1405.44 Lmway: 100 - 1317.40 - 200 - 1388.17 |     |                     |         |         |         |         |         |         |         |

Source: Reuters 1200 (05/10/93) 10:30: 100 - 1321.34, 200 - 1403.44. Lasting 100 - 1317.49, 200 - 1388.17.

nearly 6 per cent at FI 43.80. Kleinwort Benson has issued a buy note on the transport group, based on "significant changes in top management which... in the short to medium term will focus on debt reduction and cost cutting and should lead to a gradual allaying of fears over the group's weak financial position".

MILAN was enlivened by some late speculative buying of Ferruzzi on hopes that the rescue plan may soon be completed, but the Comit index shed 4.5 to 596.18 as the market's consolidation continued.

Ferruzzi added 1.26 to 0.3 or 3.3 per cent to L355.30 and Montedison was 1.36, 0.6 or 4.6 per cent higher at L501 ahead of

the weekend meeting of creditor banks.

Analysts were surprised by a 1.30 fall to LI 954 by Olivetti in heavy volume of 16.7m shares, noting that there was no news to account for the activity. On Wednesday, Merrill Lynch commented that in the short-term, the share price was reflecting expectations such as the probability of winning Italy's second cellular telephone licence, adding "there is still scope for intermediate-term appreciation given the company's repositioning of itself".

Fiat group companies were lower: Fiat shed LI 68 to L4,000. ZURICH edged lower in fairly active trade. The SMI index eased 6.5 to 2,528.0.

Roche and Sandoz were marked down after forecasts which analysts said were in line with expectations. Roche certificates shed SF30 to SF5.90, and Sandoz SF60 to SF3.40.

Banks and insurers remained supported by hopes for lower interest rates. CS Holding bearers added SF50 to SF3,060, helped by Wednesday's cut in cash bond rates by Credit Suisse and Swiss Volksbank's plan to cut costs by closing branches.

STOCKHOLM's Affarsvarden general index ended a mixed fraction below the all-time high of 1,339.1 it hit on August 18, closing 10.3 higher at 1,337.3.

Domestic and international investors tended to focus on shares which had underperformed the earlier market rally. The household appliances maker, Electrolux, rose SKR7 to SKR259 and the mining and metals group, Trelleborg, by SKR4.50 to SKR45.60, helped by

Written and edited by William Cochrane, John Pitt and Michael Morgan.

higher nickel prices.

## Forestry loses its charms after twelve month rally

Christopher Brown-Humes reports the reappraisal

Look back a year and few sectors of European industry can have performed as well as Nordic forestry. Look back over the last few weeks, when shares in most of the region's pulp and paper groups have been drifting, and the picture is rather different.

The sharp rise is explained by two factors: Swedish and Finnish forestry groups, because they are such big exporters, were major beneficiaries of the effective devaluation of their currencies last autumn. There was also a strong feeling that the pulp and paper market, which had been ravaged by severe overcapacity and world recession, would finally show a decisive turn for the better this year.

Disappointment has set in because, for all the Nordic forest industry's new found competitiveness, it has become clear that the hoped-for market upturn has not materialised. Pulp prices have drifted downwards since May, and now languish at just under \$400 a tonne, while the only paper grade to show any sign of price recovery is newsprint.

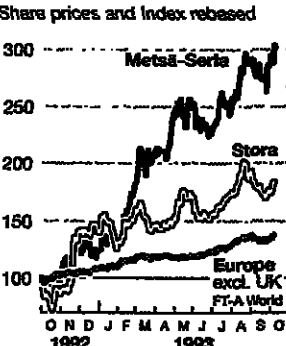
Even so, by midweek the Finnish forest index was up 9.9 per cent over the last twelve months and 65.2 per cent this year. Sweden's forestry sector was up 86.1 per cent on a 12-month view, but just 13.9 per cent in 1993, a considerable underperformance on the overall market this year. Norske Skog, Norway's biggest pulp and paper group, had seen its share price more than double over the last year.

The reason Finnish forestry

groups have generally performed better than their Swedish counterparts is that they have more domestically-based production.

## Forestry &amp; paper stocks

Share prices and index rebased



Source: DataStream

a higher proportion of exports, and a greater emphasis on value-added products. The Finnish group, Metsä-Serla, which has proved to be the region's star forestry performer with a tripling of its B shares over the last year, is a case in point: it has very little production outside Finland, and has concentrated on more stable market sectors such as tissues and corrugated board.

Currency devaluations are not the only reason for the Nordic forestry sector's revival. Extensive rationalisation, lower wood prices and falling interest rates have also helped the industry weather the market downturn. The region's groups should be able to return to profit in 1993. Sweden's Stora, Europe's biggest pulp and paper group, managed a SKR90m pre-tax profit for the first half, but it had to rely on

financial operations to offset a sharp fall in operating income.

MoDo of Sweden and the Finnish group, Kymmene, look unlikely to return to the black, however, and their shares have performed less well than those of their counterparts. MoDo, which has forecast a second half loss on top of its first half SKR353m deficit, has been hit by the performance of operations in France, a hard currency country. Kymmene is Europe's leading producer of fine paper, where prices are particularly depressed, and around half of its paper production is based abroad, mainly in hard currency countries.

Few commentators are expecting market conditions to improve decisively in the next few months. The earliest a stronger pulp price is anticipated is the second quarter of next year, when inventory levels should be lower. The new competitiveness of the Nordic producers is, nevertheless, allowing them to boost capacity utilisation, and lower interest rates are helping to reduce their debt burdens.

Mr Denis Christie, analyst at James Capel in London, expects the sector's share price weakness to persist over the next three to six months, with disappointing statements about the market outlook accompanying forthcoming results. However, he is much more positive on a nine to 12 month view, because of the impact which declining interest rates should have on demand in the all-important European market.

## ASIA PACIFIC

## Nikkei eases as Hong Kong stays at peak

## Tokyo

SPECULATION that the Osaka securities exchange will soon announce a new stock futures index triggered unwinding of arbitrage positions, and share prices lost 1.1 per cent on selling of small-capital stocks, writes Emiko Terazono in Tokyo.

The Nikkei average lost 23.22 to 20,255.63 after a high of 20,494.45 and a low of 20,382.83. Investors and dealers sold components of the Nikkei 225 index, on rumours that the index will be replaced by a capitalisation weighted average.

The settlement of October options contracts today also prompted selling by traders adjusting positions.

Osaka and Tokyo stock exchange authorities have been working on a capitalisation weighted average to replace the Nikkei 225, which is a simple price weighted average and is seen as easily manipulated.

Volume was 300m shares against 330m. Declines led advances by 613 to 332 with 194 issues unchanged. The Tox index of all first section stocks fell 6.96 to 1,646.79 and in London, the ISE/Nikkei50 index rose 3.42 to 1,279.93.

Traders sold low liquidity small-capital component issues of the Nikkei, on expectations that such stocks would be excluded from the new index. Nippon Kayaku fell Y10 to Y81 and Shinagawa Refractories lost Y70 to Y1,060.

However, Daiwa Securities gained Y30 to Y1,420 and Yamachi Securities rose Y10 to Y810 on rumours that they would become components of the new index.

Pharmaceuticals were lower on reports of cuts in regulated

drug prices: Sankyo plunged Y130 to Y2,680 on speculation that price cuts of up to 10 per cent might be made on Mevalotin, its profit generating anti-cholesterol drug. Elsewhere, Yamanouchi Pharmaceutical fell Y40 to Y2,410 and Takeda Chemical lost Y30 to Y1,310.

High-technology issues which gained ground on Wednesday, fell on profit-taking by local investors before US funds, which have been driving the rally, once again entered the market as buyers.

The Hang Seng index finished 55.22 higher at 8,068.79 in turnover that dipped to HK\$6.19bn against an adjusted HK\$7.18bn on Wednesday.

The index has risen by 8.2 per cent over the last 10 days as strategists, mainly in the US, have increased their weighting for the market.

In Osaka, the OSE average fell 54.05 to 22,401.76 in volume of 15.9m shares. Small-lo sell-

ing depressed large-capital shares.

## Roundup

PACIFIC Rim markets continued in positive fashion yesterday.

HONG KONG finished at a fifth consecutive record during a session that saw prices sharply lower after early profit-taking by local investors before US funds, which have been driving the rally, once again entered the market as buyers.

The Hang Seng index finished 55.22 higher at 8,068.79 in turnover that dipped to HK\$6.19bn against an adjusted HK\$7.18bn on Wednesday.

The index has risen by 8.2 per cent over the last 10 days as strategists, mainly in the US, have increased their weighting for the market.

Index futures fell sharply in late trade and the lower trend spilled over to subsequent London trading, where the indicative index shed 71 to 7,996.

AUSTRALIA saw its third consecutive rise with the All Ordinaries index adding 3.7 to 2,023.5, but off the day's high of 2,031.8.

Cocacola Amatil gained 38 cents to A\$9.98 after announcing earlier this week that it was paying A\$70m for a half share in Indonesia's main Coke bottler.

NEW ZEALAND added to Wednesday's gains with a strong rise in Telecom, up 11 cents to NZ\$4.24, which was sought by US investors.

The NZSE-40 capital index ended 36.42 higher at 2,018.95. KUALA LUMPUR saw interest focused on rubber stocks

and Genting, the gaming group, which put on M32 to M327 on reports that it was commission two floating cast-

net. The composite index closed up 8.57 at 874.34 in volume of 67m shares.

MANILA closed higher on steady buying by domestic investors, and the composite index rose 12.35 to 1,961.04 in volume of 51m shares.

TAIWAN extended early gains to end 2.1 per cent higher and turnover expanded on hopes for the successful passage through parliament of a proposal to cut the stock transaction tax.

The weighted index closed 80.32 higher at its intra-day high of 3,894.94 in turnover that rose to a moderate T\$18.99bn from Wednesday's thin T\$10.9bn.

## THE NEW FT-SE ACTUARIES INDICES CLASSIFICATIONS

|                                 |  |                          |   |                     |   |
|---------------------------------|--|--------------------------|---|---------------------|---|
| <b>10 MINERAL EXTRACTION</b>    |  | <b>30 CONSUMER GOODS</b> |   | <b>60 UTILITIES</b> |   |
| 121                             | <b>SECTOR 12 Extractive Industries</b><br>Producers of, extractors and refiners of copper ores   | 295                      | <b>Processors of wool and wool cloth manufacturers</b><br>Manufacturers of cotton and synthetic fibre materials and goods other than clothing   | 467                 | <b>Laundries and dry cleaners</b><br>Computer Services<br>Consultants for Information Technology, producers of software and computer maintenance services<br>Print Services |
| 123                             | <b>Gold Mining</b><br>Producers for, extractors and refiners of gold bearing ores  | 297                      | <b>Footwear &amp; Leather</b><br>Producers of leather and skins. Manufacturers of footwear and leather goods  | 489                 | <b>SECTOR 49 Transport</b><br>Shippers, docks, road hauliers, railway operators, airlines, airports and other services to transport   |
| 125                             | <b>Other Mineral Extractors &amp; Miners</b><br>Companies engaged in the extraction of minerals other than those classified elsewhere  | 299                      | <b>Giftware &amp; Costume Jewellery</b><br>Manufacturers and importers of costume jewellery and giftware  | 490                 | <b>SECTOR 50 Other Services &amp; Businesses</b><br>Providers of solid and hazardous waste management services  |
| 129                             | <b>Mining Finance</b><br>Finance houses engaged in financing and developing mining interest or deriving an income from mining interests  | 310                      | <b>SECTOR 31 Breweries</b><br>Breweries and operators of public houses  | 512                 | <b>Pollution Control</b><br>Providers of solid and hazardous waste management services  |
| 150                             | <b>SECTOR 15 Oil, Integrated</b><br>Oil, integrated companies engaged in the exploration for, production, refining, distribution and supply of mineral oil and gas products  | 320                      | <b>SECTOR 32 Distillers &amp; Wineries</b><br>Distillers of spirits, importers of wines, viticulture and other makers   | 514                 | <b>Rubber Plantations</b><br>Owners of rubber plantations   |
| 160                             | <b>SECTOR 16 Oil Exploration &amp; Production</b><br>Oil Exploration & Production<br>Companies engaged in the exploration for and production of, mineral oil and gas   | 340                      | <b>SECTOR 34 Household Goods</b><br>Furniture & Furnishings<br>Manufacturers of furniture and furnishings, kitchenware, domestic hardware, cutlery and ceramic tableware  | 516                 | <b>Other Businesses</b><br>Other businesses not specified elsewhere   |
| 166                             | <b>Oil Services</b><br>Providers of services for oil exploration and production  | 342                      | <b>SECTOR 33 Food Manufacturers</b><br>Food Manufacturers<br>Producers and processors of food   |                     |   |
| <b>20 GENERAL MANUFACTURERS</b> |  | 344                      | <b>SECTOR 34 Household Goods</b><br>Furniture & Furnishings<br>Manufacturers of furniture and furnishings, kitchenware, domestic hardware, cutlery and ceramic tableware  |                     |   |
| 210                             | <b>SECTOR 21 Building Contractors</b><br>Building Contractors<br>Builders, house builders, civil engineers, manufacturers of prefabricated buildings and structures, plant hire contractor   | 346                      | <b>SECTOR 35 Medical Appliances</b><br>Medical appliances<br>Private hospitals, nursing homes and residential homes, agencies for doctors and nurses, medical research laboratories, manufacturers of diagnostic materials, artificial limbs, and medical equipment, wholesalers and designated distributors of pharmaceutical products, manufacturers of opticians' supplies |                     |   |
| 222                             | <b>SECTOR 22 Building Materials &amp; Merchants</b><br>Building Materials<br>Producers of materials used in the construction and refurbishment of buildings and structures, including refractory materials                             | 360                      | <b>SECTOR 36 Medical Appliances</b><br>Medical appliances<br>Private hospitals, nursing homes and residential homes, agencies for doctors and nurses, medical research laboratories, manufacturers of diagnostic materials, artificial limbs, and medical equipment, wholesalers and designated distributors of pharmaceutical products, manufacturers of opticians' supplies |                     |   |
| 226                             | <b>SECTOR 23 Chemicals</b><br>Chemicals, Commodity<br>Producers of commodity and industrial chemicals, industrial catalysts and pigments, dyes and dyestuffs, chemicals, specialty   | 370                      | <b>SECTOR 37 Pharmaceuticals</b><br>Pharmaceuticals<br>Developers and manufacturers of ethical drugs  |                     |   |
| 232                             | <b>SECTOR 24 Chemicals</b><br>Chemicals, Specialty<br>Producers of fine chemicals, blockades, dyestuffs and chemicals for specialised applications   | 380                      | <b>SECTOR 38 Tobacco</b><br>Tobacco<br>Cigarette and tobacco manufacturers  |                     |   |
| 236                             | <b>SECTOR 25 Chemicals</b><br>Chemicals, Specialty<br>Producers of fine chemicals, blockades, dyestuffs and chemicals for specialised applications   |                          |   |                     |   |
| 240                             | <b>SECTOR 26 Conglomerates</b><br>Conglomerates<br>Companies engaged in three, or more, classes of business that are not substantially from each other, no one of which contributes 50%, or more, of pre-tax profit, nor less than 10% |                          |   |                     |   |
| 242                             | <b>SECTOR 27 Electronic and Electrical Equipment</b><br>Electronic Equipment<br>Producers of electronic components and equipment   |                          |   |                     |   |
| 246                             | <b>SECTOR 28 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 250                             | <b>SECTOR 29 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 254                             | <b>SECTOR 30 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 258                             | <b>SECTOR 31 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 262                             | <b>SECTOR 32 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 266                             | <b>SECTOR 33 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 270                             | <b>SECTOR 34 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 274                             | <b>SECTOR 35 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 278                             | <b>SECTOR 36 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 282                             | <b>SECTOR 37 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 286                             | <b>SECTOR 38 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 290                             | <b>SECTOR 39 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 294                             | <b>SECTOR 40 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 298                             | <b>SECTOR 41 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 302                             | <b>SECTOR 42 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 306                             | <b>SECTOR 43 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 310                             | <b>SECTOR 44 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 314                             | <b>SECTOR 45 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 318                             | <b>SECTOR 46 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 322                             | <b>SECTOR 47 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 326                             | <b>SECTOR 48 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 330                             | <b>SECTOR 49 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 334                             | <b>SECTOR 50 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 338                             | <b>SECTOR 51 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 342                             | <b>SECTOR 52 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 346                             | <b>SECTOR 53 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 350                             | <b>SECTOR 54 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 354                             | <b>SECTOR 55 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 358                             | <b>SECTOR 56 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 362                             | <b>SECTOR 57 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 366                             | <b>SECTOR 58 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 370                             | <b>SECTOR 59 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 374                             | <b>SECTOR 60 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 378                             | <b>SECTOR 61 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 382                             | <b>SECTOR 62 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 386                             | <b>SECTOR 63 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 390                             | <b>SECTOR 64 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 394                             | <b>SECTOR 65 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 398                             | <b>SECTOR 66 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 402                             | <b>SECTOR 67 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 406                             | <b>SECTOR 68 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 410                             | <b>SECTOR 69 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 414                             | <b>SECTOR 70 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 418                             | <b>SECTOR 71 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 422                             | <b>SECTOR 72 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 426                             | <b>SECTOR 73 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 430                             | <b>SECTOR 74 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 434                             | <b>SECTOR 75 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 438                             | <b>SECTOR 76 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 442                             | <b>SECTOR 77 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 446                             | <b>SECTOR 78 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 450                             | <b>SECTOR 79 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 454                             | <b>SECTOR 80 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 458                             | <b>SECTOR 81 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 462                             | <b>SECTOR 82 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 466                             | <b>SECTOR 83 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 470                             | <b>SECTOR 84 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 474                             | <b>SECTOR 85 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 478                             | <b>SECTOR 86 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 482                             | <b>SECTOR 87 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 486                             | <b>SECTOR 88 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 490                             | <b>SECTOR 89 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 494                             | <b>SECTOR 90 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 498                             | <b>SECTOR 91 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 502                             | <b>SECTOR 92 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 506                             | <b>SECTOR 93 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 510                             | <b>SECTOR 94 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 514                             | <b>SECTOR 95 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 518                             | <b>SECTOR 96 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 522                             | <b>SECTOR 97 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 526                             | <b>SECTOR 98 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 530                             | <b>SECTOR 99 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork  |                          |   |                     |   |
| 534                             | <b>SECTOR 100 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 538                             | <b>SECTOR 101 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 542                             | <b>SECTOR 102 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 546                             | <b>SECTOR 103 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 550                             | <b>SECTOR 104 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 554                             | <b>SECTOR 105 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 558                             | <b>SECTOR 106 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 562                             | <b>SECTOR 107 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 566                             | <b>SECTOR 108 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 570                             | <b>SECTOR 109 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 574                             | <b>SECTOR 110 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 578                             | <b>SECTOR 111 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 582                             | <b>SECTOR 112 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 586                             | <b>SECTOR 113 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 590                             | <b>SECTOR 114 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 594                             | <b>SECTOR 115 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 598                             | <b>SECTOR 116 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 602                             | <b>SECTOR 117 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 606                             | <b>SECTOR 118 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 610                             | <b>SECTOR 119 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 614                             | <b>SECTOR 120 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 618                             | <b>SECTOR 121 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 622                             | <b>SECTOR 122 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 626                             | <b>SECTOR 123 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 630                             | <b>SECTOR 124 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 634                             | <b>SECTOR 125 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 638                             | <b>SECTOR 126 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 642                             | <b>SECTOR 127 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 646                             | <b>SECTOR 128 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 650                             | <b>SECTOR 129 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 654                             | <b>SECTOR 130 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 658                             | <b>SECTOR 131 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 662                             | <b>SECTOR 132 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 666                             | <b>SECTOR 133 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 670                             | <b>SECTOR 134 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 674                             | <b>SECTOR 135 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 678                             | <b>SECTOR 136 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 682                             | <b>SECTOR 137 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 686                             | <b>SECTOR 138 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 690                             | <b>SECTOR 139 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 694                             | <b>SECTOR 140 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 698                             | <b>SECTOR 141 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 702                             | <b>SECTOR 142 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 706                             | <b>SECTOR 143 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 710                             | <b>SECTOR 144 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 714                             | <b>SECTOR 145 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 718                             | <b>SECTOR 146 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 722                             | <b>SECTOR 147 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 726                             | <b>SECTOR 148 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 730                             | <b>SECTOR 149 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 734                             | <b>SECTOR 150 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 738                             | <b>SECTOR 151 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 742                             | <b>SECTOR 152 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 746                             | <b>SECTOR 153 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 750                             | <b>SECTOR 154 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 754                             | <b>SECTOR 155 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 758                             | <b>SECTOR 156 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 762                             | <b>SECTOR 157 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 766                             | <b>SECTOR 158 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 770                             | <b>SECTOR 159 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 774                             | <b>SECTOR 160 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 778                             | <b>SECTOR 161 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 782                             | <b>SECTOR 162 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 786                             | <b>SECTOR 163 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 790                             | <b>SECTOR 164 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 794                             | <b>SECTOR 165 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 798                             | <b>SECTOR 166 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 802                             | <b>SECTOR 167 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 806                             | <b>SECTOR 168 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 810                             | <b>SECTOR 169 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 814                             | <b>SECTOR 170 Engineering, Machinery</b><br>Engineering, Machinery<br>Producers of metal castings, pressings, welded shapes, fabrications and structures of structural steelwork   |                          |   |                     |   |
| 818                             | <b>SECTOR 171 Engineering, Machinery</b><br>Engineering, Machinery   |                          |   |                     |   |